

MUNICIPALITY AS AN EMPLOYER IN SOCIAL AND HEALTH SERVICES

Good Working Life and Quality of Working Life - Described by Students and Employer's Representatives

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<p>Abstract</p> <p>Working life is changing. People are living longer, the baby boom generation is retiring from working life and the need for social and health care services is increasing. Young generations are quantitatively insufficient to meet the growing shortage of labor force and service needs in the social and health care sector. Good working life and high quality of working life represent an opportunity for employers to favorably stand out in the competition for educated employees. It is important for employers to be aware of the potential young employees' changed perceptions and expectations related to good working life. It is equally important for employers to be aware of their own practices in view of being able to successfully offer an attractive working life package.</p> <p>The thesis was part of the international Double Degree Programme. The objective was to compare social and health care students' and Muurame municipality's employer's representatives' descriptions of good working life and factors pertaining to the quality of working life. The aim was to examine these factors' influence on the students' choice of employers and on the employers' practices.</p> <p>The data was collected in Finland in two phases, in the spring and in the fall of 2013 by using methods such as a group theme interview and an electronic questionnaire. The test groups were social and health care students of JAMK Jyväskylä University of Applied Sciences and key representatives of Muurame municipality's social services. The response rate with the students was 58% (n = 45) with the employers' representatives 100% (n = 4).</p> <p>Both groups' descriptions of good working life and the quality factors of working life corresponded to each other. The factors presented in the thesis were found meaningful in describing good working life and the quality of working life. The factors of good working life and high-quality working life were not fully realized in the employer's practices and did not fully meet the expectations of the students when choosing an employer.</p> <p>It was concluded that the students, as representatives of the younger generation, described good working life and the quality of working life in quite a similar way to the employer's representatives. The descriptions and expectations for employer did not fully meet with the realism of the employer's practices. There is a need to evaluate and develop good working life in working life and in its organizations to be able to entice labor force.</p>		
Keywords Change of working life, young generation, good working life, quality of working life		
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<p>Tiivistelmä</p> <p>Työelämä on muutoksessa. Ihmiset elävät pidempään, suuret ikäluokat eläköityvät työelämästä ja sosiaali- ja terveyspalvelujen tarve kasvaa. Nuoret sukupolvet eivät määrällisesti riitä täyttämään kasvavaa työntekijävajetta ja palvelutarvekysyntää sosiaali- ja terveysalalla. Hyvä työelämä ja työelämän laatu ovat työnantajien mahdollisuus erottautua edukseen kilpailussa koulutetuista työntekijöistä. Työnantajien on tärkeää tuntea potentiaalisten nuorten työntekijöiden muuttuneita käsityksiä ja odotuksia suhteessa hyvään työelämään ja omaan toimintaan onnistuakseen tarjoamaan houkuttelevan kokonaisuuden.</p> <p>Opinnäytetyön, mikä sisältyi kansainväliseen kaksoistutkinto-ohjelmaan, tarkoituksena oli verrata sosiaali- ja terveysalan opiskelijoiden sekä Muuramen kunnan työnantajaedustajien kuvauksia hyvän työelämän ja työelämän laadun tekijöistä. Tarkoituksena oli selvittää hyvän työelämän ja työelämän laadun tekijöiden vaikutuksia opiskelijoiden työnantajavalinnassa sekä työnantajan käytänteissä.</p> <p>Tutkimusaineisto kerättiin Suomessa Jyväskylän ammattikorkeakoulun sosiaali- ja terveysalan opiskelijoilta sekä Muuramen kunnan sosiaalipalvelujen avainhenkilöiltä kahdessa eri vaiheessa, keväällä ja syksyllä 2013, ryhmäteemahaastattelulla sekä sähköisellä kyselylomakkeella. Kyselyn vastausprosentti opiskelijoilla oli 58 % (n = 45) ja työnantajaedustajilla 100 % (n = 4).</p> <p>Opiskelijoiden ja työnantajaedustajien kuvaukset hyvän työelämän ja työelämän laadun tekijöistä vastasivat toisiaan. Opinnäytetyössä käytetyt tekijät koettiin merkitykselliseksi hyvän työelämän ja työelämän laadun kuvaamisessa. Hyvän työelämän ja työelämän laadun tekijät eivät täysin toteutuneet työnantajan käytänteissä, eivätkä täysin vastanneet opiskelijoiden odotuksia työnantajan valinnassa.</p> <p>Johtopäätöksenä todettiin, että opiskelijat, nuoremman sukupolven edustajina, kuvaavat hyvää työelämää ja työelämän laatua hyvin samalla tavalla kuin työnantajan edustajat. Kuvaukset ja opiskelijoiden työnantajaodotukset eivät täysin kohtaa työnantajan kuvatun realismin kanssa. Työelämässä ja organisaatioissa on tarpeen arvioida ja kehittää hyvää työelämää työvoiman houkuttelemiseksi.</p>		
Avainsanat (asiasanat) Työelämän muutos, nuori sukupolvi, hyvä työelämä, työelämän laatu		
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CONTENT

1 INTRODUCTION	4
1.1 Age Structure of the Population and Change of Working Life	7
1.2 Working Life and Young Generation	17
2 GOOD WORKING LIFE AND QUALITY OF WORKING LIFE	24
2.1 Good Working Life.....	24
2.2 Quality of Working Life (QWL) Background	27
2.2.1 Quality of Working Life Definition and Index.....	30
2.2.2 Quality of Working Life in Europe, Scandinavia and Finland	37
3 SUMMARY OF THEORETICAL BACKGROUND	40
4 RESEARCH OBJECTIVES AND QUESTIONS	44
5 METHODOLOGY	45
5.1 Research Methods	45
5.2 Data Collection	46
5.2.1 Qualitative Data	47
5.2.2 Quantitative Data.....	47
5.2.3 The Background and Structure of the Questionnaire	48
5.3 Data Analyzes	49
5.4 Description of Samples.....	50
6 RESULTS	53
6.1 Group Theme Interview	53
6.2 Good Working Life.....	54
6.3 Good Working Life Influence on Choosing Employers by Students and the Realism in Employers' Practices	62
6.4 Interest in Work in Social and Health Care Sector	70
6.5 Preferred Employer in Social and Health Service Sector	70
6.6 Summary of the Essential Results	72
7 DISCUSSION.....	77
7.1 Main Findings and Discussion	78
7.2 Trustworthiness and Ethics of the Study	81
7.3 Conclusions and Follow up Suggestions.....	83
9 REFERENCES	87
10 APPENDICES	95
Appendix 1. Reporting Summary Table 1.....	95
Appendix 2. Reporting Summary Table 2.....	96
Appendix 3. Reporting Summary Table 3.....	97
Appendix 4. Reporting Summary Table 4.....	98
Appendix 5. Reporting Summary Table 5.....	99

Appendix 6. Reporting Summary Table 6.....	100
Appendix 7. Reporting Summary Table 7.....	101
Appendix 8. Reporting Summary Table 8.....	102
Appendix 9. Reporting Summary Table 9.....	103
Appendix 10. Reporting Summary Table 10.....	104
Appendix 11. Questionnaire for Students.....	105
Appendix 12. Questionnaire for Employer's Representatives.....	109
Appendix 13. Group Theme Interview Framework and Supportive Questions, Translated by Author.....	113
Appendix 14. EU27 Job Quality Index JQI (Leschke et al. 2008, 13-14).	114

TABLES

Table 1. Nurses' Intention to leave the hospital and the profession in 10 European countries (Heinen et al. 2013, 177.).....	10
Table 2. Descriptive for potential correlates of intention to leave nursing in 10 European countries (Heinen et al. 2013, 178.).....	10
Table 3. Proportion of registered nurses in the national samples (Hasselhorn et al. 2003, 17.)	12
Table 4. Occupational age by country, n=38,673 (Hasselhorn et al. 2003, 23.)	13
Table 5. Muurame municipality social service's headcounts and retirement estimation.	16
Table 6. Municipalities' employees' general retirement rate estimation 2012-2030.	16
Table 7. Different generations by Tapscott (2009, 16.)	17
Table 8. Description of Young generation by Tapscott (2009, 34-36)	20
Table 9. Seven instructions for managers for leading young generation by Tapscott (2009, 183)	21
Table 10. Four (4) strategic objectives for Decent Work Agenda (ILO 2014).	24
Table 11. The most important qualities of good work places (Ylöstalo & Jukka 2010, 95).	25
Table 12. Quality of working life factors and its development by references (Hakanen 2009, 19.)	32
Table 13. The greatest differences with the estimations of quality of working life by Finnish employees in 2009 (Ylöstalo & Jukka 2010, 94.)	34
Table 14. Ten cornerstones for permanent quality of working life (Työ- ja elinkeinoministeriö 2009, 4.)	34
Table 15. The biggest differences with the estimations of quality of working life by Finnish employees in 2009. (Ylöstalo & Jukka 2010, 94.)	41
Table 16. Ten cornerstones for permanent quality of working life. (Työ- ja elinkeinoministeriö 2009, 4.)	42
Table 17. Background variables of the respondents.....	52
Table 18. Good working life factors by students and employers' representatives (question 2)	57
Table 19. The students' open answers with the factor "Something else you would like to mention (translated by author)	57
Table 20. Students' and employer's representatives' answers distribution in percent in question two	58
Table 21. Factors' importance in difference order between students' and employer's representatives' answers (question 3).....	60

Table 22. The employers' representatives' choices of good working life factors.....	61
Table 23. Employer open answers in question 4	63
Table 24. Good working life factors extension in choosing employer by students and in Muurame social service' practices by employers' representatives (question 5).....	65
Table 25. Students' and employer's representatives' answers distribution in percent in question 5.....	66
Table 26. Factors' importance in difference order between students and employer's representatives answers in question 6	69
Table 27. The most important factors	72

FIGURES

Figure 1. Quality of working life framework and dimensions.....	31
Figure 2. Data collection and samples	46
Figure 3. Good working life according to the students in their own words (categorized and translated by author).	54
Figure 4. Dimension grouping based on Markkula's (2009) Excellent Working Life model and extra dimensions from the students' answerers (translated and interpreted by the author)	55
Figure 5. Good working life by employer's representatives with own words (categorized and translated by author)	55
Figure 6. Dimension grouping by Markkula's (2009) Excellent Working Life model and one other from employers' representatives' answerers (translated and interpreted by author)	56
Figure 7. Most important good working life factors for students versus employer's representatives (question 3).....	59
Figure 8. Difference trend line with factors' importance between students' and employer's representatives (question 3).....	59
Figure 9. Most important good working life factors for students by choices and hits (question 3)	61
Figure 10. The students' most used frequently words and categories to describe a good employer (categorized and translated by the author).....	62
Figure 11. Most important factors for students in choosing employer compared how the factors are realized in Muurame municipality's social service practices as an employer in question 6.....	68
Figure 12. Difference trend line with factors' importance between students' and employer's representatives' answers in question 6	68
Figure 13. Students' expectations for employer and work, and employers' realism in question 6.....	69
Figure 14. Interest in work in the social and healthcare sector.....	70
Figure 15. Preferred employer in social and health service sector for students after graduating and for employers' representatives	71

1 INTRODUCTION

Work is an important part of human life. Today the world of work is in the middle of an accelerating change. Working life procedures, the nature of work and its values have changed and are still changing because of the influence of a wider, global environmental and the breaking points in generations' transitions. Work means something different now in comparison to what it meant before. In the Western countries working life has become more information and service based. The educational level of the labor force is now higher, and its expectations from work and working life have increased. Social and health care work has increased its proportion of the total labor market and become a stronger employment sector. The competition for the availability of educated labor force has increased especially in the social and health care sector. (Alasoini 2011, 33; Alasoini et al. 2012, 1 – 2; Baruch 2004, 58; Lehto & Sutela 2008, 9-10, 218; Siegrist et al. 2004, 1483.)

Today people are living longer today particularly in the Western countries, where the big generations are retiring from working life and need more social and health care services. The younger generations who are replacing the previous generations are fewer in numbers. According to earlier research and literature, the young generations think and value work and its meaning in a very different way. The nature of work and the expectations related to it are in a strong transition. (See, for example, Ahonen et al. 2010; Green 2006, 1-23; Haavisto 2010; Hussi & Pirinen 2010; Laurén et al. 2012; OECD 2013; Piha & Poussa 2012; Tapscott 2009.)

Due to the change and development of working life the European and especially the Finnish social and health care sector are facing two particular challenges: the insufficiency of skilled labor force, the change of working life and the development of working life attractiveness. It is very important for employers and organizations to understand what kind of expectations job seekers have for working life and employers in order to be able to develop their operations in the working environment as attractive as possible. (See, for example, Hiltrop 1999, 428-429; Lehto & Sutela 2008, 218–129; OECD 2013; Ministry of Employment and the Economy 2012, 7 – 9.)

In Finland the competition for skilled labor force is a well-known phenomenon in the social and health care sector. It is estimated that in the Finnish social and health service sector 227 000 positions must be staffed and that the shortage will be 18 000-59 000 employees by the

year 2025 (Koponen, et al. 2012, 23-24). The situation is challenging from the perspective of the current recruitments. In 2011, nearly forty percent (39%) of the social and health care organizations stated that they had experienced challenges in recruiting employees and in labor force availability. (Tuomaala 2012, 3.) Working life and the employers in the social and health care sector need to develop operational models and ways to respond to the growing need for services and to the weakening availability of skilled labor force in order to be able to provide and maintain the law-based high quality services. Finland is expected to increase its employment rate and the number of years spent at work by improving working life (Nurminen 2012, 7 & 67-68). Investing in good working conditions and in the quality of working life is a significant opportunity for employers to distinguish themselves in a positive way in the labor market in order to attract sufficient numbers of educated and skilled labor force. Good working life is seen as an entity of different dimensions and factors. (Ahonen et al. 2010, 30; Alasoini 2011, 33; Hopia & Koponen 2008, 5-7; Kauhanen 2010, 47-51; Lehto & Sutela 2008, 218-129; OECD 2013; Tuominen et al. 2010, 12-15; Ylöstalo & Jukka 2010, 94-95)

The topic of this master's thesis is meaningful and of high current interest especially for the Social Services in Muurame, and, generally, for all employers as well. Earlier research on social and health care students' and employers' perceptions of the concept of good working life, especially from a municipal perspective, could not be found. However, it was possible to find earlier studies dealing with good working life, the young generation and the changes of working life. (See, for example, Kuntaliitto, Kuntien eläkevakuutus KEVA & Kuntatyönantajat KT 2012; Piha & Poussa 2012; Ylöstalo & Jukka 2010)

The objective was to examine with mixed methods how social and health care students, the young generation, and the employer's representatives from the Muurame municipality described and estimated good working life and how the views met. In addition, the purpose was to study how good working life affected the students' choice of employers and how good working life manifested itself in the practical work of Muurame's social services. The basic idea was to find out how good working life was experienced and what sort of related expectations were held by different labor market parties who had different kinds of backgrounds in terms of age and work experience. The results can help to understand the young generation as job seekers and to develop and create good working life in Muurame and in

general, and, finally, entice educated labor force especially to the social and health care sector.

In view of the growing competition for talent, this is a remarkable finding. If a company does not know what talented people are aiming for, the opportunity to put together an attractive job proposition will be lost and as a result, the best people may well decide to go to the competition. (Hiltrop 1999, 429.)

1.1 Age Structure of the Population and Change of Working Life

Work has an important and central role in the lives of many people. Work creates a structure for life and generates welfare for society and determines the socioeconomic status of adults and, finally, has an important role in socialization. (Green 2006, xviii, 1 - 3; ILO 2014; Markkula 2011, 178.) However, working life is not stable, it has changed a great deal over time, as well as developed and evolved structurally and culturally. Moreover, it will obviously do so in the future along with the general change and development of the world. Recently, the change of working life has accelerated and become stronger, for example, because of the aging of the population especially in the Western developed countries and also because of the cultural changes brought by the younger generations (Alasoini 2011, 33; Alasoini, Järven-sivu & Mäkitalo 2012, 1 – 2; Baruch 2004, 58). (Ministry of Employment and the Economy 2012, 7 – 9; Siegrist et al 2004, 1483-1499.)

In 2002 The European Foundation for the Improvement of Living and Working Conditions drew attention to the various elements of working life changes (Appendix 10). Referring to Paoli (1991 and 1996) and Merllié and Paoli (2001) notions were made on how working life structure and jobs had already shifted from the industrial towards the service sector. At the same time the population, and naturally also the labor force, is aging and more women are entering the labor market. Working life was characterized as being more open and relying more on information technology. Moreover, work culture has become more diverse with fixed salaries and temporary contracts and fixed term employments. (European Foundation for the Improvement of Living and Working Conditions. 2002, 6 – 7; Siegrist et al. 2004 1483-1499.) In Finland during the last thirty years the share of industrial work has decreased from twenty-nine percent to fourteen, whereas service work has increased with health care work from six to eleven percent and social work from two to six percent (Lehto & Sutela 2008, 9). The total change might be seen as a reflection of the structural shifts in the economy. According to Leschke & Watt (2008, 5), employers are widely seen as being more short-term in their orientation. They are reducing investments in the training of the workforce and offering limited career trajectories and employee benefits. In addition, there are notions that employers are less open to collective forms of worker interest representation.

Working life, its management and the related expectations are changing (McNulty 2006, 3-5). In Finland working life and its culture have also changed. It has become more open, it

offers more possibilities and options to choose educated people and employees. Working life is not so much about material aspects like money and industrial products as before. Furthermore, the ways to do work and the culture have changed. (Tuohinen 2013, 66 - 67, 70 - 71.) According to Markkula (2011, 184.), working life management seems to have developed in a certain order. First, there was “management”, then “management and leadership”, after that “leadership and management”, then “self-guided human leadership”, and, finally, “leadership”.

The changes and evolvement of working life have been monitored and studied for many years. In general the findings concern such value and cultural changes between generations as the meaning of work, need of leisure time etc. (Haavisto 2010, 38; Appendix 9.) Haavisto (2010, 38) even uses the word revolution in order to define and understand working life change. In other words, by understanding the change of values, assumptions and ways of thinking organizations have a possibility to adapt their practices to the changing conditions. (Ulrich 2007, 294 - 295.)

There are many factors that have influenced on working life, such as structural changes in working life and employment, the international economic situation and its impact on Europe and Finland, the retirement age and retirement of the big, “baby boom” generation, the dependency ratio and the sustainability gap, as well as the content and the meaning of working life and the introduction of concepts such as well-being, quality of working life and good working life. In Finland the generation rotation is more noteworthy than in the other European countries. In Finland there has been a great deal of discussion about working life, especially concerning labor force sufficiency and the young generation (Alasoini 2011, 32 - 33; Haavisto 2010, 25; Tuohinen 2013, 65). (Haavisto 2010, 7 - 8; Ministry of Employment and the Economy 2012, 7 - 9.)

At the same time working life is unevenly divided. For others, there is plenty of work and for others no work at all. Especially for the young generation at an early stage of career the situation in the labor market might be challenging. (Haavisto 2010, 78 - 79.) Finding a job can be challenging depending on the area and working life sector. There are certain working life sectors where the situation is challenging in the opposite way as in social and health services. In these sectors the amount of work will increase and there is already a shortage of competent, talented and educated employees. Shortage of employees might be a risk for compe-

tence in an organization (Viitala et al. 2011, 3 - 4.). As Haavisto (2010, 70) speculates, there might be a possibility that working life situations will change from the employers' market to that of the employees', meaning that employees are able to choose work organizations more often than before mainly because of the unbalanced age structure of the population.

In Europe and also in Finland the transition and change of society is generally known. People live longer, and the dependency ratio, the number of inactive and unemployed people per 100 employed people, increases in particular because of the strong retirement trend with the current retirement age limits (Statistics Finland 2013; Halonen 2011, 47). According to the population forecast, the population in Finland will grow with 260 000 people by the year 2020 and with 475 000 people by 2030 (Statistics Finland 2013; Halonen 2011, 41). The age structure of the population and the dependency ratio vary in different areas in Finland (Halonen 2011, 47 - 48). In 2011, the dependency ratio in Finland was 53 (53 unemployed / 100 employed), while the predicted number of the dependency ratio would be 62.8 in 2020 and slightly more than 70 in 2030. In working life as a whole, if these predictions turn out to be true, it would mean that the working-age population will decline from 65% to less than 60% in Finland. (Ruotsalainen 2013.) In the 2010's the total labor force reduction in Finland is 122 000 people, and without migration it would be 242 000 people. In Central Finland, where the Muurame municipality is located, the predicted labor force reduction is 5.7 % by the year 2020. (Myrskylä 2011, 76-77.). On the other hand, evident growth in the numbers of working years has also been reported, as well as expectations for a continued economic growth in Finland. Better educated younger generations in less physically demanding work are seen able to prolong their working careers. Finland is expected to increase its employment rate and accelerate the growth of the numbers of years spent at work by improving working life. (Nurminen 2012, 7 & 67-68.)

In the future the significance and need of care and welfare services will increase (Heinen et al 2013, 174; Myrskylä 2011, 79; Ministry of Employment and the Economy 2012, 7 - 9). At the same time some social and health care professionals, for example, a certain percentage of nurses are planning to leave or actually leaving their work. The general culture with career thinking has changed and is changing. The reasons for leaving work or an organization may vary, but, nevertheless, the turnover of employees is expensive for the employers (Allen et al. 2010, 48 - 62). Nurses' intentions and reasons to leave their profession have been reported on the European level (Tables 1 & 2). According to the study, ten percent of the nurses in

Finland have an intention to leave the nursing profession. (Baruch 2004, 59 - 70; Heinen et al. 2013, 174 - 177.)

Table 1. Nurses' Intention to leave the hospital and the profession in 10 European countries (Heinen et al. 2013, 177.)

Country (number of nurses)	Nurses intending to leave the hospital workplace as % of all nurses	Nurses intending to leave the profession as % of all nurses
Belgium (n = 3186)	30	9
Finland (n = 1131)	49	10
Germany (n = 1508)	36	17
Ireland (n = 1406)	44	11
Netherlands (n = 2217)	19	5
Norway (n = 3752)	25	9
Poland (n = 2605)	44	9
Spain (n = 2804)	27	5
Switzerland (n = 1632)	28	6
UK (n = 2918)	44	10
Ten country mean (n = 23,159)	33	9

In a European study it was reported that burnout was consistently associated with the intention to leave the profession. In Finland it has been reported that half of the caring professionals are estimated not to be able to continue in the profession until the retirement age (Koponen & Tuomaala 2012, 46). Nursing work varies between different countries in Europe (Hasselhorn et al. 2003, 27). It was noticed that there might be other reasons and factors, such as an unsatisfactory nurse–physician relationships, leadership issues, a lack of participation in hospital affairs, older age, male gender and working part-time, which seem relevant at an international level, but not so clear with regard to individual countries as there is variation between countries. (Heinen et al. 2013, 182; Table 2.)

Table 2. Descriptive for potential correlates of intention to leave nursing in 10 European countries (Heinen et al. 2013, 178.)

Country	Age mean (sd)	Gender % females	Bachelor degree %	Poor/fair quality %	Failing/poor safety%	Burnout scores mean (sd)	High burnout %	Staffing ratio patient/nurse	Hospital size (median beds)
Belgium	37.8 (10.7)	90	56	28	6	19.0 (11.1)	25	10.4	335
Finland	41.7 (10.4)	97	53	13	7	18.6 (9.9)	22	7.8	382
Germany	38.8 (10.9)	89	0	35	6	21.1 (10.3)	30	12.8	447
Ireland	34.6 (8.7)	94	60	11	8	24.5 (11.5)	41	6.8	332
Netherlands	37.0 (11.4)	92	32	35	6	14.2 (8.8)	10	6.9	420
Norway	35.4 (10.6)	94	100	13	5	19.7 (9.8)	24	5.2	356
Poland	40.6 (7.7)	100	22	27	18	24.4 (11.6)	40	10.5	655
Spain	38.2 (9.8)	90	100	32	6	21.0 (11.4)	29	12.3	598
Switzerland	35.2 (10.0)	92	10	20	4	16.3 (9.2)	15	7.8	280
UK	39.7 (10.1)	92	28	19	7	24.6 (11.5)	42	8.6	486
Total	37.5 (10.3)	93	52	23	7	20.4 (11.1)	28	8.9	429

With regard to the social and health services in Finland, the situation at present is challenging from the availability of labor force and service delivery perspectives. Municipalities are

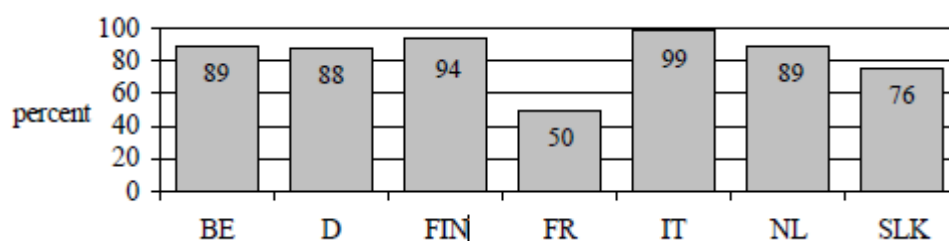
obligated by the law to arrange social and health services. Based on the working life changes, it is important for employers, for example municipalities, to have and obtain sufficient numbers of professionals. In order to succeed with recruitments in the future it is important to understand the potential working life changes and employees' and young professionals' expectations for the future working life and attractive employers.

The need for services is increasing, especially within home care, because the people are ageing and because the big, 'baby boom' generation is retiring. In the future the challenges are a strong, increased need for social and health services and labor force retirement, turnover and self-sufficiency, as well as the general competition for educated and talented people. There are concerns in many countries about the shortage of health care professionals. Based on the official Finnish calculations, it has been estimated that in the Finnish social and health service sector 227 000 jobs must be staffed and that the shortages will be 18 000 - 59 000 employees by the year 2025. It has been proposed that in order to meet the need of employees in working life, professional immigration has to be encouraged. (Koponen, Laiho & Tuomaala 2012, 23 – 24; Myrskylä 2011; Tuomaala & Torvi 2008, 20-21; OECD 2013, 76.) The situation is challenging from the perspective of the current recruitments. In 2011, nearly forty percent (39 %) of the social and health care organizations in Finland stated that they had experienced challenges in recruiting employees and in labor force availability. (Tuomaala 2012, 3.)

From the professional and educational point of view some differentiation can be seen in the European labor markets' social and health care sectors. According to the OECD (2013, 77), there were on average 8.8 practicing nurses in the OECD countries per thousand people, and, as comparison, in Finland 10.3 and in Austria 7.8. Austria reported only nurses in hospitals. There might be differences in the reporting scale. For example, in the comparison it could be seen that there was high level of registered nurses in Finland (Table 3). This means that at least there are educated professionals, but it does not mean that there are enough of them. In Finland there are differences between areas in terms of the availability of educated and graduated employees. It is worth noting that in Finland there is an insufficiency of younger generations within the population and educated professionals to meet the social and health sector needs even though the numbers of students have been increased in education. In addition, approximately one third of the social and health care graduates in Central

Finland move to another region. (Hasselhorn et al. 2003, 17; Koponen & Tuomaala 2012, 42; Myrskylä 2011, 81.)

Table 3. Proportion of registered nurses in the national samples (Hasselhorn et al. 2003, 17.)

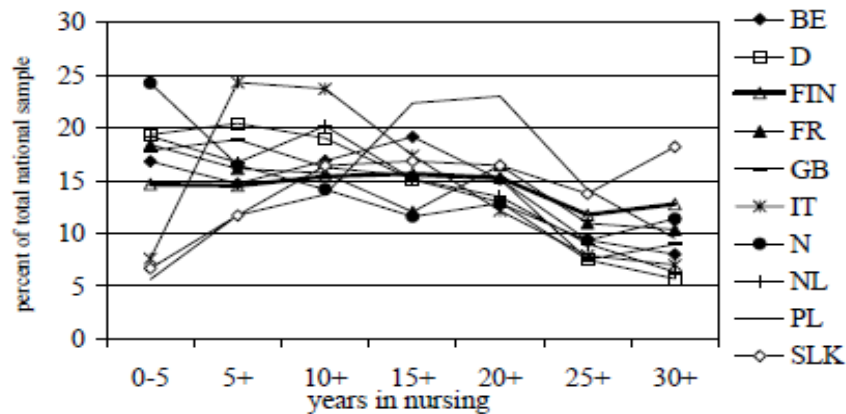


In Finland approximately one third of the employments overall are in public sector (Lehto & Sutela 2008, 13). The numbers of the social and health service sector's employees have increased constantly in all European countries, especially in Finland. The sector is a strong employer with 16 % of the total number of employees in Finland. In the 2000s social and health service workplaces have increased by 58 000 (+19 %), from which the public sector workplaces have increased 23 000 (+ 9 %) and the private sector's 34 000 (+ 58 %). (Myrskylä 2011, 77 - 78; OECD 2013.) In 2011 there were nearly 400 000 employees in the social and health sector in Finland, and nearly ninety percent of them (89 %) were female (Ailasmaa 2012, 2; Koponen & Tuomaala 2012, 40). The competition for skilled employees may continue to intensify, particularly in some special sectors (Haavisto 2010, 36) such as the social and health sector, mostly because of the age structure of the population with high retirement rate and need of services. It is also worth noting that the social and health service employees' age structure is older than the average age structure of employees in general. The age structure in municipalities induces a strong retirement trend. In the social and health care sector the retirement reduction will approximately be sixty percent by the year 2030. Only twenty-four percent of the labor force in the public sector of the social and health services are 18 - 34 years of age. Correspondingly, in the private sector thirty two percent of the labor force are 18 - 34 years of age. In Table 4 the data is related to the situation between the European countries with regard to nurses' occupational age. In the table it can be seen that in Finland there is an even distribution of nurses' age if viewed on the basis of years spent in the profession.

The skew of age structures strongly challenges municipalities in the future. (Forma & Mattila 2011, 70; Myrskylä 2011, 77 - 78.) In Finland in 2009 there were altogether almost seventy-

four thousand (73 700) nurses, or those with a comparable occupational title, working in different occupations, and over ten thousand of them were working in the social services. Correspondingly, the number of social workers with a bachelor degree was altogether twenty-three thousand and five hundred and most of them worked in the social services. (Ailasmaa 2012, 8, 10.)

Table 4. Occupational age by country, n=38,673 (Hasselhorn et al. 2003, 23.)



Municipalities seem to have great challenges in finding enough professionals in order to ensure services in the future under their financial pressures and in competition for skilled employees with other employers, such as the private sector. Out of the social and health service workplaces 272 000 are in the public sector and 93 000 in the private sector. Fifty five percent of all municipalities' workplaces are in the social and health services. In general there seems to be a need to employ 200 000 new people in addition to those already employed in order to meet the future needs. Municipalities need to predict the future so as to be able to prepare for the different scenarios. (Myrskylä 2011, 77-78; Nakari & Sjöblom 2009, 5; Kuntatyön tulevaisuus 2013, 3.). In Finland a national strategy has been created to aim for the best working life in Europe by the year 2020 so as to successfully meet the future challenges and changes. The strategy contains the following dimensions focusing on estimating and developing working life: Innovations and productivity, trust and co-operation, wellbeing at work and in terms of health and competent labor force. (Ministry of Employment and the Economy 2012, 3 – 4, 12 - 18.)

In addition to other changes Siltala (2013, 180 - 190) refers Ilkka Pirttilä (2010) among others that the public sector like municipalities are sliding into the same model as private sector with productivity demands but without benefits and incentives which may in some scale

destroy the passion, values and quality of working life. Quality of life has reached the high level in industrial and western welfare countries, but the future could not promise improvement. Throughout the working life, the public sector as well, is changing. In welfare countries like in Europe and Scandinavia working life obligation, people need to work longer, may increase and same time welfare and economy may fall. Working life future seems to be different, not least with its' values.

In other words, in the future there will be a significantly greater need of new recruitments, and even more challenging it will be to find professionals for the social and health service sector. It is predicted that there will be even more competition between employers for professionals and experts in the sector. Competition for talented and educated young people and lack of understanding of their expectations were noticed in a study conducted in 1999. At the end of the 20th century Hiltrop (1999, 422 - 429) identified both a shortage of skilled professionals in some working life sectors and also improvements. The observation seems to be relevant with regard to the current situation in the social and health service sector in Finland and also to the working life definitions of today's young generation. Hiltrop (1999, 428 - 429) identified discrepancies in job interviews when comparing the young generation's (MBO students') expectations for the interview topics and the priorities raised by the employers. The employers did not seem to know or understand what the job seekers, future professionals, would have liked to discuss in job interviews when choosing an employer. (Hiltrop 1999, 428 - 429.)

Hence the global working life change and the population's strong aging in Finland, where the dependency ratio will change earlier to a more unfavorable direction than elsewhere Europe, the significance of the quality of working life becomes more important as a national competitive working life element (Alasoini 2011, 33). People are better educated and expect more from working life. The meaning of work, independency and variation in work have been realized to be more relevant for educated employees than before. Employees seek for opportunities with personal values and interests in order to build their own working-life career which is compatible with private life. In the recent years, especially in the Finnish public sector, working life has been found to become more problematic with regard to its quality. The work has become more pressuring and challenging with less resources and unsecured future. It is relevant to be aware that the development might lead towards a situation where the educated young generations have more opportunities to choose employers who would best

meet their individual interests in the future. (Ahonen et al. 2010, 30; Lehto & Sutela 2008, 218–129.)

Muurame Municipality

Muurame municipality could be seen as a good partner for the present thesis because of being an average Finnish municipality with a strong aging challenge within the population and with the professionals' retirement rate as well as with its own social service responsibilities and management. In addition Muurame has a strong economy and opportunities for development. The results of this study could be used in other municipalities as well. However, it is worth noting that in Finland there is an ongoing, major political transition and merging process aimed at decreasing the number of municipalities and at rearranging social and health services. At the moment the official decisions are still open.

In Finland there are more than three hundred municipalities (320 municipalities in 2013). Most of the Finnish municipalities are small with less than 10 000 inhabitants (n = 217 municipalities in 2013). In 2013 the inhabitant distributions in municipalities were as follows: < 5000 inhabitants in 139 municipalities, 5000-10 000 inhabitants in 78 municipalities, 10 001-20 000 inhabitants in 47 municipalities, 20 001-50 000 inhabitants in 36 municipalities, and > 50 000 inhabitants in 20 municipalities. In Finland the median municipality size in 2012 was 5878 inhabitants. In the Muurame municipality there are approximately 9500 inhabitants. Sixty percent of the employments are in service sector in Muurame. Muurame is growing and it has a strong financial balance with comprehensive social and health services. Muurame has young age structure in its population, but it has been estimated to age strongly in the coming years. As the population is aging, the need for social and health services will increase in the future. (JYTE Jyväskylän yhteistoiminta-alueen terveystakeskus. 2011; Kunnat.net 2013; Muurame Municipality 2014; Muurame Municipality. 2012.)

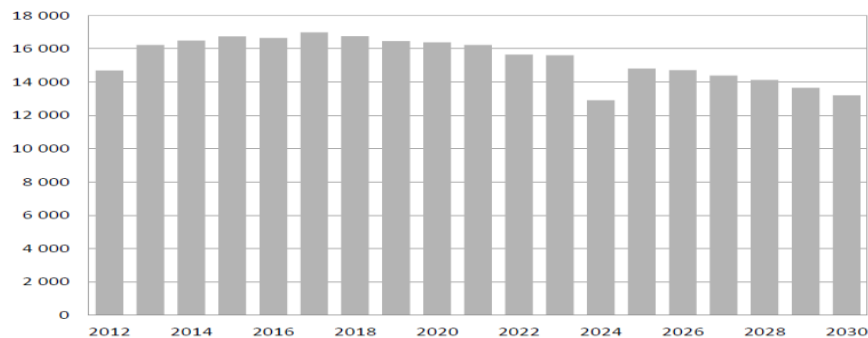
Muurame organizes and arranges legitimate social- and health services in multiple ways. Healthcare services have been organized in co-operation with Jyväskylä, Hankasalmi and Uurainen since 1.1.2011. Muurame arranges its social services on its own, which includes some healthcare services as well. Social services include children's daycare services, home care services and elderly care services. Within the social services there is a need for several professional groups, such as nurses, practical nurses, social service professionals (master's or bachelor's degrees) and different kinds of managers, such as service managers. Moreover,

the municipality also employs family counselors, family workers, psychologists, curators, individual coaches and different kinds of secretaries. In Muurame the employees' retirements and replacements will be a challenging process for the employer during the next ten years (Table 5). (Salomaa 2013; Muurame Municipality 2014; Muurame Municipality 2012.) Table six describes the retirement rate in the Finnish municipalities as a comparison. The table supports the increasing employment rotation and challenge to find enough employees for municipalities in the future. (KEVA 2012, 6-7.)

Table 5. Muurame municipality social service's headcounts and retirement estimation.

Occupation	Headcount	Retirement estimation in next ten (10) years approximately
Nurses	4	3
Practical nurses and home aid workers	12	4
Social workers (Master degree 4) & Social workers (Bachelor degree 3)	7	4
Psychologists (2) and curator (1)	3	1
Family councilors (2) and family workers (1)	3	1

Table 6. Municipalities' employees' general retirement rate estimation 2012-2030.



1.2 Working Life and Young Generation

Working life is going through a critical period in many ways. Society is facing a generation transition when the older generations are retiring and younger generations replacing them in working life. (Loughlin & Barling 2001, 543; Ministry of employment and the economy 2012, 3.)

Population is categorized into different age groups. The different generations or age groups have different titles, for example, "Baby Boomers, X, Y, and Z". However, exact definitions and limitations of different generations are inappropriate because there are no clear-cut definitions. Tapscott (2009, 16) used the following titles and categories as can be seen in Table seven.

Table 7. Different generations by Tapscott (2009, 16.)

Title	Born & age
The Baby Boom Generation	1946 -1964
Generation X, also called Baby Bust	1965 - 1976
The Net Generation, also called Millennials or Generation Y	1977 - 1997
Generation Next, also called Generation Z	1998 to present (2008)

Correspondingly, Vesterinen and Suutarinen (2011, 17) used a definition according to which Young generation means the Y and Z generations. Y means the generation born between 1980 and 2000 (see, for example, Vesterinen & Suutarinen 2011, 17), and Z means the youngest generation. It has also been found in research that there is a need to understand that different generations with their values and working life expectations are a part and somehow an output of the surrounding society and culture. (Axelsson et al. 2005, 1, 9; Appendix 6 & 8; Piha & Poussa 2012, 185; Siltala 2013.) Each generation has its unique background (Tapscott 2009, 16) and they could be generalized with the same qualities even it might not be reasonable (Tienari & Piekkari, 2011, 178-179). The young generation could be seen as open-minded, transparent and experimental people who are willing to challenge authorities, but seek integrity and ethical values (Tienari & Piekkari 2011, 178-179, 213, 272).

On the other hand, people are individuals in spite of their generation. There are different kinds of people who value different things in different ways (Piha & Poussa 2012, 170; Tienari & Piekkari, 2011, 178-179).

Within generations there are remarkable similarities, but also differences on the international level. Generally, it can be seen that in the developed countries life expectancy is growing (in the OECD countries the average life expectancy is 80 years of age and in Finland 80.6), but in the developing countries it is quite low. Young generations' share of the population is growing in the developing countries, but not in the developed countries. (OECD 2013; Tapscott 2009, 17, 20-23.)

Young generations have a unique background. They have naturally grown up with technology and the internet, but not in an equal way. Some have more opportunities with technology than others, depending on nationality. The young generation is called the first truly global generation with international contacts all over the world and remarkable similarities between countries with regard to values, attitudes and behavioral habits. Young generations seem to keep some of their national culture qualities, but they are becoming of the same kind all over the world. The young generations are globally more homogeneous than the previous generations. (Ahonen, Hussi & Pirinen 2010, 23; Tapscott 2009, 17, 23-31.)

Today work in the developed and industrial Western countries, as in Europe and Finland, is increasingly based on knowledge compared to the preceding time when work was more physical and based on industrial manufacturing. At the same time working life is facing a major generation transition because the baby boom generation is retiring. Values and expectations are changing, for example, over the generations. Work or salary are not so important for the younger generations (Haavisto 2010, 26). Work is understood and defined in different ways. In Finland the young generations do not perceive work as such an important content of life as the older generations. Good and high-quality working life perceptions, expectations and valuations vary and are changing: the young generations expect to have more leisure time and not so much work time. Work needs to be more flexible and enjoyable. The young generation would like to have more freedom with their work time and work environment, and with modern tools it is more possible in many jobs. However, the young generation would like to have a regular working time of 37.5 hours per week, because shift work at-

tracts them least. Work should be measured more according to its results not on the time used in it. (Haavisto 2010, 27 & 36-38; Piha & Poussa 2012, 34-35, 42, 44.) However, it is relevant to consider if these results only define a certain part of the educated young generation as in the survey of Piha & Poussa or the whole generation as a culture. Speculations have also been expressed about the relevance of the results and about how the respondents evaluate and understand working life questions and meanings (Tuohinen 2013, 68). Nevertheless, it seems challenging for municipalities to arrange shift work in the nursing and caring field and attract employees among the young generation in the future. On the other hand, municipalities do have good possibilities to attract the young generation based on these results. Nearly ninety percent (89%) of the answers evaluated the meaning of work with expressions like success in work, problem solving, personal development and concrete results as the most important in working life (Piha & Poussa 2012, 70). This is in line with the results of the Finnish Young Generation Barometer 2007. Meaning of the work is important for the young generation. (Tuppurainen 2010, 16.)

In the working life transition it is natural that young people replace older and retiring employees. It has been noticed that for most people the first contact with working life and work is based on their childhood experiences when they observed their parents in working life. The ground level and culture of work experience is based on childhood experiences and learned values. Tomorrow's work values and attitudes are somehow based on childhood. Tomorrow's employees are made by today's culture, and today's young employees need knowledge of the past. (Loughlin & Barling 2001, 555; Siltala 25-131, 176-231.). It has also been noticed that individual factors such as quality of life (QOL), sense of coherence (SOC), support from both parents, positive school experiences and work connections, good health and female gender may be positively related to work attitudes, which may be considered important when trying to understand and support the young generation's transition into working life. (Axelsson et al. 2005, 1, 9.) Institutional determinants seem to be important for the young generation's workplace experiences and initial career steps (Buddeberg-Fischer et al. 2005, 26).

The young generations that have already transferred into working life or planning to do so think and value matters, such as the meaning of the work, to some extent differently from the older generations who have been in employment for a long time or who are going to retire. (Haavisto 2010, 68-72.). According to the Finnish Economic Information Office (Ap-

pendix 7.; Laurén et al. 2012), the young generations in Finland define work as an opportunity to reach something, such as a family, a certain standard of living or opportunities to travel. They also want to have enough leisure time. The Finnish young generations seem to appreciate and value meaningful and interesting work, nice co-workers, good managers and the security of employment more than high salaries. Work needs to offer opportunities to do things that they value, and they find the meaning of the work important, which seems to be a result similar to Greens' definition of the quality of working life (Green 2006, 1-23; Laurén et al. 2012). The young generations seem to prefer to be intelligent rather than good looking (Tapscott 2009, 17, 30-31).

Tapscott (2009, 34-36) made a comprehensive list of eight standards (Table 8) for the young generations to describe them, which seem to be similar to the results of Laurén et al. (2012), Piha & Poussa (2012) and also McNulty (2006, 3). It seems that the young generations seek the opportunities to be individuals and they appreciate freedom in work, responsibility, values similar to their own, open discussion and feedback. They are connected and they are naturally networked by technology. Work needs to be fun.

Table 8. Description of Young generation by Tapscott (2009, 34-36)

- Want the freedom to do it all, from freedom of choice to freedom of expression. They seek the freedom to change jobs, to choose our own path and express themselves (This is similar kind of definition with Baruch' article (2003, 65 [referring Hall & Mirvis 1996]) where career path is called protean career, meaning multidirectional career path with individual responsibility for managing own career with own choices and values)
- They will be happy to customize, do things own. No more standardized job descriptions and one kind of products (This is similar kind definition with Baruch' article (2003, 65 [referring Hall & Mirvis 1996]) where career path is called protean career, meaning multidirectional career path with individual responsibility for managing own career with own choices and values)
- They are scientists. Young generation know that their purchasing power allows them to demand more from companies. This also applies to employers
- When making purchasing decisions or when choosing a job or employer young generation pay attention and find out the employers' business operations ethics and transparency with technology. They want to ensure that the company's values are compatible with their values

- Net-Generation wants to play and be entertained at work, places of study and social life. This generation will bring play mentality into the workplace to achieve targets. The generation has grown up with interactive experiences
- They are cooperation and relations' generation. They use fluently and used to use social media, games, mobile, etc. They share the things and affect by networks
- They need speed. For each instant message needs to get a quick answer, also from employer
- They are innovators and they are looking for a job and organizations where to work together, have fun and learn in work

According to McNulty (2012, 3) the young generation is not as loyal for employers and organizations as the previous generations are. They are more willing to commit to the work itself. Young generation will challenge management to be more leading and to give them freedom and responsibility. They also want management to be open as well as understand and trust them as individuals. If they are not satisfied, they will change the employer and organization more easily than the older generations. Thus, for these reasons, as well as generally, employers and organizations should cherish their reputation and have a good image in the young generation's social networks so as to attract young employees with tempting work. (Ahonen et al. 2010, 23-24, 30-31; Mc Nulty 2012, 3; Piha & Poussa 2012, 55.)

Correspondingly, Tapscott (2009, 183) has created a list of seven instructions for managers for leading the young generation (Table 9). It is important to understand the generation in order to be able to lead them with success.

Table 9. Seven instructions for managers for leading young generation by Tapscott (2009, 183)

1.	Plan and manage the work with the eight (8) norms. Think of the young generation as a new culture.
2.	Think of authority. Be a leader by coaching, assisting, mentoring and by understand what it means to be a student in some cases. Give a lot of genuine feedback.
3.	Think of recruitment and create a connection using the social media and networks for being reliable for the young generation.
4.	Think of and invest in life-long learning
5.	Do not forbid the use of social media, think how to use it as a tool and for development
6.	Create and develop sustainable networks

7. Release young generation's intellectual capital for the organization by listening and involvement

If we look at municipalities as employers and the predicted strong retirement, it is important to understand the expectations and image that young people have of them. According to a survey conducted on the attractiveness of municipalities in 2012 (Kuntaliitto, KEVA & KT 2013, 2-36. Appendix 3.), it seems that the Finnish young generation between fifteen to twenty five years of age finds the following aspects as the most important in work: a good work atmosphere, a secured/steady job, opportunity to influence on work content, diversity of work, and the employee's own welfare. Only twenty percent of them thought that municipalities would have good management and atmosphere, but they appreciated the stability of the work in municipalities. It was also interesting in the results that the young potential employees did not see opportunities in municipalities despite the fact that the reality is the opposite if we look at the number of positions and the great variety of work in municipalities. This seems to indicate that in order to attract employees in the future municipalities need to recreate and clear the image that they have in the young people's eyes as employers of those who are looking for difference in terms of values and attitudes. (Kuntaliitto, KEVA & KT 2013, 2-36; Yli-Suomu 2011, 74.) Basically it is about which organization offers the most pleasant entirety (Ahonen et al. 2010, 30-31).

In a survey on young physicians Buddeberg-Fischer et al. (2005, 19-26; 2008, 31, 37) found that the effort-reward imbalance and over-commitment were related to stress in working life and that they also were strong predictors of health and satisfaction. On the other hand, in surveys the young generation seems to find other aspects more important than salary and money, but according to Buddeberg-Fischer et al., rewarding work still seems to be important, at least from the justice and fairness point of view, which are the basic values for the young generation, and values matter to them. (Ahonen et al. 2010, 24; Green 2006, 1-23; Haavisto 2010, 68-72; Laurén et al. 2012; Piha & Poussa 2012, 99-102; Tapscott 2009, 17, 30-31.)

"Y on Dialogi-hankkeen valossa realistinen mutta vaativa, optimistinen mutta jalat maassa kulkeva sukupolvi." (According to the results of Dialog the young generation is realistic but demanding, optimistic but down to earth generation.

Translated by author.) (Piha & Poussa 2012, 152.)

"Jos et työnantajana pysty tarjoamaan kivaa työtä, et saa parhaita ihmisiä töihin." (If you are not able as an employer to offer fun at work you are not able to get the best employees. Translated by author.) (Piha & Poussa 2012, 77.)

"Väestömme vauhdikas ikääntyminen johtaa siihen, että tulevaisuuden lahjakkuuksilla on yhä enemmän mahdollisuuksia kilpailuttaa työnantajia eikä palkka ei ole enää ratkaiseva kriteeri. Kyse on pikemminkin siitä, mikä organisaatio kykenee tarjoamaan työntekijälle mielekkäimmän ja merkityksellisimmän työkokonaisuuden. Y-sukupolvi todella haastaa meidät kehittämään työelämää ja johtamista - mutta mielestäni hyvin terveeseen suuntaan." (Our population fast aging lead to a future where talented people pool has a more and more opportunities to tender for employers and payroll is no longer the decisive criterion. Rather, it is about which organization is able to provide the employee the very best and most meaningful work package. Generation Y will really challenge us to develop working life and management - but I think a very healthy way. Translated by author.) (Hussi & Pirinen 2010)

2 GOOD WORKING LIFE AND QUALITY OF WORKING LIFE

2.1 Good Working Life

Work is an important part of life in many ways. For people and society work is bidirectional, it gives and takes. It takes time and effort and gives welfare, experiences and social relations etc. Work defines people's life, and therefore people have great expectations for it. (Green 2006, 1-3; Markkula 2011, 178.) According to International Labour Organization (ILO 2014), work has a central role in peoples' life, health and wellbeing. Work enables important things for people. For example, it provides income, connects people and enriches life. However, work needs to be decent. Decent work, according to ILO, supports and steers better work. It is parallel with the European Commission's definition of good working life and quality of working life. Both concepts have a macro level including gender equality, health and safety and work related features. (Hakanen 2009, 17.) ILO's Decent Work Agenda has been created by using the four strategic objectives of ILO (Table 10).

Table 10. Four (4) strategic objectives for Decent Work Agenda (ILO 2014).

1. Creating Jobs	An economy that generates opportunities for investment, entrepreneurship, skills development, job creation and sustainable livelihoods.
2. Guaranteeing rights at work	To obtain recognition and respect for the rights of workers. All workers, and in particular disadvantaged or poor workers, need representation, participation, and laws that work for their interests.
3. Extending social protection	To promote both inclusion and productivity by ensuring that women and men enjoy working conditions that are safe, allow adequate free time and rest, take into account family and social values, provide for adequate compensation in case of lost or reduced income and permit access to adequate healthcare.
4. Promoting social dialogue	Involving strong and independent workers' and employers' organizations is central to increasing productivity, avoiding disputes at work, and building cohesive societies.

In a comprehensive book about working life and its research Green (2006, 1-23) defines that good work is a kind of work that offers employees a high capability to do and be what they value. Correspondingly, according to the results of the Finnish working life barometer (Ylöstalo & Jukka 2010, 94-95) specialized on the quality of working life, the Finnish employees' estimations of certain factors seemed to make a difference between good and not good work places. It was also noticed in the barometer that the differences between workplaces had grown during the years. Based on the barometer, the most important qualities of good work places are in Table 11. With regard to almost every factor, the differences between good and not good work places had grown during the year 2009.

Table 11. The most important qualities of good work places (Ylöstalo & Jukka 2010, 95).

- | |
|---|
| <ul style="list-style-type: none"> • Treatment is equal • Opportunity to participate in the development of the work place • Work is secured • Work place is open and conversational • Employees are able to learn and experiment and encouraged to take initiative at work |
|---|

According to the results, there are different kinds of workplaces and working life. Although there is better work life and there are better work places in general, there are also differences, and the scale has enlarged. One speculated dimension of reasons is the economic dimension that the global working life has faced during the recent years and is still facing. The recent years' differences have grown especially with regard to open communication, employees' and management's relations, learning opportunities, mental workload, work organization and the adequate number of employees. (Työ- ja elinkeinoministeriö 2009, 6; Ylöstalo & Jukka 2010, 94-95.)

It has also been seen that Finns appreciate their work content, opportunities for development, good social relations, security and sustainability in work. Gainful employment is a key part of Finnish life, and many would like to continue it in some form even after reaching retirement age. (EK, The Confederation of Finnish Industries 2010, 8.)

In Finland good working life has been an interest of the social and health care professionals' unions as well. In 2012 The Finnish Nurses' Association conducted a national survey for the

members to find out about nurses' working conditions, work well-being and the attractiveness of the sector. The survey was based on good job criteria in health care. The criteria included six dimensions: functional practices, participatory management, rewards from the work, development of expertise, high quality of care, and work and private life balance. The most significant findings in the results showed that nurses at the age of twenty-six to thirty-five were less satisfied with working life, that the young generation challenged the management and organizational procedures openly, that 1/3 of the respondents were dissatisfied, that the lack of supplement training decreased satisfaction, and that nurses liked their work and wanted to do it well. (Hahtela 2012; Appendix 5.)

Markkula (2011) has created The Theoretical Model of Excellent (good) Working Life (EWL model) for improving the quality of working life and good working life. According to Markkula, the model has been structured around three concepts: Managerial leadership, effectiveness, and quality of working life and excellent working life. The concepts include different content. Managerial leadership means functional management and it includes organizing, co-operation, professional expertise and team spirit. Effectiveness means organization's effectiveness and it consists of content entity, joint operation, co-operation and circumstance management. Quality of working life and excellent working life means the organization's culture and it consist of co-operation, participation, impact and influence and self-realization. According to Markkula and the Excellent working life model, the dimensions are interconnected. Working life works best when there is a balance between the dimensions. The theory is possible to transfer and use empirically, in practice, in any working life circumstances as a guiding model for good working life. (Markkula 2011, III, 104-107, 178-179.)

Good working also life needs good employees and employers. It is relevant to estimate and define employers and employees in the name of good working life. Based on their study, Spreitzer & Porath (2012, 93-94) claim that happy employees are more productive than unhappy, especially in long term. Happy employees are committed, they are able to help the organization to become thriving because of a positive atmosphere and image which may also entice more employees to join the organization. A thriving workforce is more than satisfied and productive, they are willing to commit to creating the future in the organization and for the organization. The key words for thriving are vitality and learning. Employees who feel alive and have passion, need circumstances that make them feel that their input makes a difference in the organization and that they have opportunities to develop themselves by

means of learning for the future challenges and success. Employers need to understand to create an atmosphere of freedom so that the employees could have meaning in the work and their individual basic needs satisfied. (Spreitzer & Porath 2012, 94; Niemiec et al. 2009, 305; Ryan & Deci 2000, 68.) Spreitzer and Porath (2012, 94) argue that thriving, good working life and work, need discretion in decision-making, shared information, minimized incivility and the opportunity of feedback.

Good working life may be seen as an objective and opportunity for organizations. With good working life standards organizations are able to develop and enhance their operations. Good working life may increase the quality of working life, effectiveness, productivity, flexibility and innovation in a humane way. It may also entice employees to join the organization. By committing to the good working life concept organizations may have better possibilities for long-term operations and for facing future challenges, such as the availability of labor force. (Markkula 2011, 186.)

2.2 Quality of Working Life (QWL) Background

Working life and also quality of working life research has a long history (EK, The Confederation of Finnish Industries 2010, 6; European Foundation for the Improvement of Living and Working Conditions 2012, 10.). Quality of working life is recognized to base on the quality of life (Nakari 1994, 161; Széll & Széll 2009, 371). Improvements for a better working life is, in a way, a constant endeavor. According to Hakanen (2009, 18.), a pioneer of the quality of working life concept was the Hawthorne research by Elton Mayo in the 1930's, and the concept of the quality of working life was created in the 1960's. "The humanization of work" could be seen to have begun in Scandinavia and spread over the industrial countries and have led to the establishment of The European Foundation for the Improvement of Living and Working Conditions in 1977. (Széll & Széll 2009, 15-17, 20.). Based on the European Strategy in 1997, the Treaty of Amsterdam and the Lisbon Growth and Jobs Strategy in 2000 the idea of "more and better" jobs has been seen to have started as a policy objective of the European Union. Policies are seen important for the encouragement of improvement in the quality of working life. (European Foundation for the Improvement of Living and Working Conditions 2012, 6).

There are different English phrases and terminologies used for working life (quality) research and articles. Sippola (Anttila et al. 2010, 43-44) analyzed the terminology used for work concepts in his review of articles in international journals in the field of management in 1984-2009. He used empirical material from the EBSCO Business Source Elite- database. Based on the conclusion of Sippola's article, the "quality of work life" was the most widely used search term with one thousand and ten hits. Other used terms were "quality of working life" with twenty six hits and "job quality" with thirty six hits. Quality of working life hits were surprisingly low even if it was the name for the most of the working life experiments in the 1980's.

Quality of working life has a global and local level. It is supported by references to agencies such as The World Bank, The International Monetary Fund (IMF), The International Labour Organization (ILO), The World Health Organization (WHO), The United Nations Environmental Program (UNEP), The Organization of Economic Co-operation and Development (OECD), The European Commission and The European Foundation for the improvement of Living and Working Conditions. (Széll & Széll 2009, 15-17, 32.)

The quality of working life concept has roots in social sciences (European Foundation for the Improvement of Living and Working Conditions 2012, 10). Two kinds of tradition can be seen in working life quality (quality of working life) research: social and behavioral sciences. The research leans on the subjective perspectives and estimations of employees on how they feel and experience work life changes. The challenge to estimate the quality of working life seems to be that individuals adjust subjective standards to objective conditions and the environment. It means that, for example, organizational values, beliefs and norms can affect employees individually (Wrzesniewski & Dutton 2001, 197). Quality of working life has been seen as a subjective utility derived from work depending of such features as wages, hours, and type of work. Some studies argue that it is about actions and behaviors around work, and some argue that it is about measurements on such factors as well-being, feelings, emotions and satisfaction. (Anttila et al. 2010, 16; European Foundation for the Improvement of Living and Working Conditions 2012, 10; Hartikainen et al. 2010, 30.)

In the field of economics doubts have been expressed concerning the subjective estimation of working life quality. Economics consider salary an only relevant factor for estimating and comparing the quality of working life. There are arguments that subjective estimations are not necessarily relevant and that they are exposed to the influence of norms and different

preferences. (Anttila et al. 2010, 16.) In social sciences quality of working life is attached to more general terms, such as quality of life and wellbeing. They are seen as universal needs that must be fulfilled. Employees' needs and motivation in work life might be seen through Maslow's Hierarchy Theory (Maslow 1954) or Herzberg's Motivation Theory by prioritizing and categorizing key characters such as hygiene elements and motivators, which have an impact on the quality of working. (Herzberg 1987.) Hartikainen et al. (2010, 40.) found in a survey that in the wealthier EU countries it seemed to be as if good career prospects and interesting work were the significant indicators of satisfaction at work. In behavioral sciences the quality of working life is seen more as a part of successful productivity and development strategies. Social and behavioral sciences are, however, not exclusive. (European Foundation for the Improvement of Living and Working Conditions 2012, 10; Nakari 1994, 161.) The quality of working life is not only important in itself but also as a part of working life development and better productivity (EK 2010, 6; Kasvio et al. 1994, 399-410).

Quality of working life estimations have been challenging not only because of the variance of the interpretations of the work life quality concept, the number and content of the related factors, but also because of the change of work life itself (Anttila et al. 2010, 17). Alasoini (2011, 32) refers to Green (2006) and Guillén & Dahl (2009) and also to Széll & Széll (2009, 20, 371-375) and Hakanen (2009, 19-20) and states that it is difficult to have a shared, comprehensive and settled definition for the quality of working life. It depends on the authors, who have objective and subjective indicators, and therefore it could be estimated based on different criteria. Measurements of the quality of working life do not seem to have universal criteria but seem to vary between different sciences. Only wages are seen as a universal unit for estimations and comparisons. (Anttila et al. 2010, 16; European Foundation for the Improvement of Living and Working Conditions 2012, 6, 18.; Széll & Széll 2009, 20, 371-375.)

According to Green (2006, xv), job quality has risen; the average job pays higher wages, and more skills are needed. On the other hand, according to Green, wages have become unequal and work effort has been intensified, and in some countries, as in Britain, employees are overqualified for the work they do.

In the global competition it seems that the quality of work life is becoming worse, and that there are jobs that, at least somehow, can be deemed bad. The demands of work and the balance of life, such as the use of time, have become more challenging to control. It has also

been noticed that work has intensified and that the security of employment has decreased. (Green 2006, xvi; Hartikainen et al. 2010, 39; Leschke & Watt 2008, 5; Appendix 4.) On the basis of the above information and in return it is worth noting that in 2002 Gifford et al. (2002, 13.) found in their study on the relation between nurses' quality of working life and hospital unit culture that improving the quality of working life in hospitals may have better long-term and practical results in the management and improvement of nurse retention than short-term strategies for better incentives. The cultural values of human relations were found to be positively related to commitment, job satisfaction and involvement and negatively related to intentions to increase turnover. Correspondingly, Cummings et al. (2005, 2-12) found that emotionally intelligent leadership decreased emotional work exhaustion and psychosomatic symptoms with nurses. In the study nurses were found to be more willing for co-operation and more satisfied with their work and supervisors. Elovainio et al. (2002, 105-108) found in their study that righteous management clearly decreased sickness absences. In addition, Vahtera et al. (2000, 484-493) found that quality of working life had significantly more influence on sickness absence than life style factors. Quality of working life makes a difference and it is valuable for the organization.

2.2.1 Quality of Working Life Definition and Index

Having a job and being part of working life is some kind of a starting point for being able to estimate working life (Ylöstalo & Jukka 2010, 16). According to the European Foundation for the Improvement of Living and Working Conditions (2012, 11), quality of employment, such as the unemployment rate, is a broader concept than quality of working life. According to a European Working Conditions Survey (European Foundation for the Improvement of Living and Working Conditions 2012, 10, 13.), the objective concept of the quality of working life focusses on the essential characteristics of work that meet the employees' needs for good work. The generic elements that meet universal needs depend on the circumstances where a person lives, such as the country, its culture and norms. The needs of employees may be different, but high quality of working life allows a full range of needs to be met. (European Foundation for the Improvement of Living and Working Conditions 2012, 11.)

Quality of working life is a multilevel issue. It contains different kinds of regular workday aspects, some of which are local and minor and some global and major issues. It is strongly connected to local and global aspects and private life with different levels of meaning in the

different events of life and for different generations. Quality of working life experiences are connected to work procedures and organizing work, and these factors can be influenced. Working life and the quality of working life are not separate issues. It has been understood that only reducing the negative aspects in working life does not raise the quality of working life. Quality of working life needs positive factors, such as the opportunity to influence on work, development opportunities and some other factors of the same kind. (Ylöstalo & Jukka 2010, 16-17.) Incomes, pay and fairness of pay are some of the key elements of the quality of working life (European Foundation for the Improvement of Living and Working Conditions 2002, 32; Green 2006, 170-171).

In 2001 the European Foundation for the Improvement of Living and Working Conditions (2002, 6) issued a framework for the quality of working life. According to the framework, the quality of working life and employment means:

- Ensuring career and employment security
- Maintaining and promoting the health and well-being of workers
- Developing skills and competences
- Reconciling working and non-working life

Figure one describes the framework of the quality of working life with four dimensions and thirteen sub-concepts. The dimensions and concepts support the creation of the quality of working life from a universal societal perspective as well as from an individual perspective. It can be seen as a context for a balanced life in terms of health, security, skills and lifetime. (European Foundation for the Improvement of Living and Working Conditions 2002, 6.)

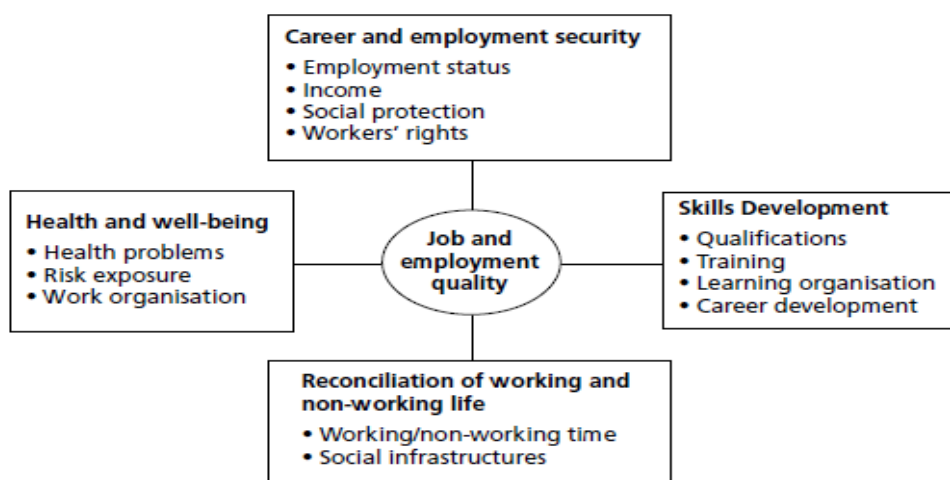


Figure 1. Quality of working life framework and dimensions

The Job Quality Index, JQI, is an attempt to create a clear picture of the quality of working life and its development and to compare working life in different European countries in order to promote a better quality of working life. It is a composite of the different dimensional variations in the sub-indices of the quality of working life. The JQI includes six sub-indices: wages, non-standard forms of employment, work-life balance and working time, working conditions and job security, access to training and career advancement and collective interest representation and voice/participation. (Leschke & Watt 2008, 5, 35; Leschke & Watt et al. 2008, 7.) In the appendix fourteen there have been described the quality of EU27's JQI with sub-indices and indicators. In the appendix fourteen EWCS = European Working Conditions Survey. (Leschke & Watt et al. 2008, 13-14.)

Hakanen (2009, 18) combines the definition of the quality of working life with three different Finnish organizations and concepts: Working Life Development Strategy (2004-2009), Government Office Kaiku and Working Life Barometer. With the combination the quality of working life could be improved by developing different kinds of management concepts and by supporting employees' opportunities of development and influence, well-being and trust, equality, work place security, the balance between resources and demands, and support and innovation. Hakanen (2009, 19) also made a list of features by finding comprehensive references to the quality of working life and its development. Hakanen noticed that there were similar features which recurred in research and surveys. He included the most widely-used factors of the quality of working life in the list (Table 12).

Table 12. Quality of working life factors and its development by references (Hakanen 2009, 19.)

- Humanization of work as a loose objective
- As an objective the quality of working life, well-being and its productivity are connected
- Quality of working life is an essential way a subjective concept
- Motivation and needs related to work are important
- Employees active role and control of work are essential asset
- Quality of working life and quality of life are inseparable

Correspondingly, Nakari and Sjöblom (2009, 5, 8, 37) released a longitudinal study in which they analyzed Finnish municipalities as effective and productive organizations with a high quality of working life. In the study they defined the quality of working life with five dimensions: internal rewards and satisfaction with the work, opportunities to influence on work, social openness in the workplace, open conflict management techniques and human resource management. Based on the results, it seems that municipalities need to understand and allow space for their employees to act subjectively in working life in order to ensure the performance, effectiveness and quality of working life and the quality of services in the pressure and challenges of working life demands.

It seems that in 2009, during and after the global financial recession, the quality of working life was particularly studied also in Finland. In 2009 (Ylöstalo & Jukka 2010, 94) the Finnish employees estimated the quality of working life and workplaces in the official National Working Life Barometer. There were clear differences between work places with regard to certain factors and quality of working life. It seems that these factors make a difference between good and not good working places if we look at the quality of working life and also good working life. The factors could be summarized in terms of four elements: equal treatment, work security, balance between work demands and resources and incentives and mutual trust. (Ylöstalo & Jukka 2009, 16.)

The factors from the Finnish Working life Barometer in 2009 (Ylöstalo & Jukka 2010, 94) which have the biggest differences with the estimations of quality of working life by Finnish employees are described in Table 13. The factors seem to coincide with ILO's Decent Work Agenda. According to the results, Finnish employees seem to appreciate security, openness, equality, opportunities and other such aspects in working life. In summary it seems that people expect to have a healthy, secured and balanced life. On the other hand, the difference in these results when comparing to the young generation's expectations could, perhaps, be described with the term fun at work. Actually there is no clear indication of this in the list, but for the young generation it seems to be important. At the same time it is worth remembering that it is also about interpretations and the structure of the questionnaires that can make a difference.

Table 13. The greatest differences with the estimations of quality of working life by Finnish employees in 2009 (Ylöstalo & Jukka 2010, 94.)

1. Treatment at the workplace is equal
2. The opportunity to participate or the development of the workplace function
3. Work tasks are discussed together
4. Workplace is secured and stabile
5. Information is transmitted openly
6. Continuous learning of new things at work
7. Employees and management relations are open
8. The proposals are taken as constructive
9. No hidden things
10. Encourage to try new things
11. Work is well organized
12. Enough employees
13. The mental workload is suitable/reasonable

According to the results of the Working Life Barometer 2009, The Finnish Ministry of Employment and Economy (Työ- ja Elinkeinoministeriö) made a list of ten cornerstones for the permanent quality of working life (Table 14).

Table 14. Ten cornerstones for permanent quality of working life (Työ- ja elinkeinoministeriö 2009, 4.)

1. People and their work are respected in spite of their position
2. Work is so profitable that jobs are secured and the near future can be foreseen
3. Fair salary for work, and the work secures livelihood
4. Work is experienced as pleasant, and people come to work with pleasure. There is a balance between what people give and what they receive. It is more than only money
5. Operations are fair and righteous. People support each other, and communication is open between employers and management
6. Organization, procedures and actions are continuously developed in co-operation with the personnel
7. Entire personnel have a possibility to develop themselves and influence on the realization of their own objectives

8. Possibility to receive feedback
9. Mental and physical loads are moderate. Concerning the job descriptions, reasonable resources and the sufficiency of personnel are secured
10. Minimize unnecessary, work-related risks

In the fifth European Working Conditions Survey (European Foundation for the Improvement of Living and Working Conditions 2012, 4) the quality of working life was measured in twenty seven European countries and other seven additional countries. Four theoretically and conceptually coherent indices were used: earnings, prospects, intrinsic job quality and working time quality. According to the results, employees in poor quality jobs had the lowest level of health and well-being, more health problems, lower subjective estimations of well-being, and they also found less meaning in their work. The results have connection with low incomes and general property. Generally, since 1995 the results have been found to be mostly relatively stable. However, there was variation across industries.

Hakanen (2009, 20) has noticed that research on the quality of working life has the same kinds of dimensions and features. The, in many ways, opposite dimensions or features are work resources, such as challenges of work, management, diversity, meaningfulness, independency, interaction, feedback, fair salary and responsibility, and demands of work, such as time pressures, physical environment and conflicts. Well-being, for example satisfaction, is also used as an indicator. It is also deemed important to have correct objectives so as to be motivated and promote health. It is important for motivation to have meaningful work. Wrzesniewski and Dutton (2001) argue that the meaning of work is shaped by the relationships among the employees and by the work itself with individual and varying influence from the employees. It may be a strategic advantage in an organizational change to understand to let people create individual meanings for their work.

People have individual and different kinds of needs and motivations. Ryan and Deci (2000, 68) state that if we look at individuals and health, people have innate psychological needs-competence, autonomy and relatedness - which have a positive influence on self-motivation and health if satisfied. If not satisfied, it might lead to diminished motivation and well-being. It is also an important result that there is a link between satisfaction, wellbeing and the content of goals. It is important to have and offer possibilities for the development of intrinsic aspirations and the facilitation of psychological health. With regard to psychological health

employees need an intrinsic aspiration for personal growth, close relationships, community involvement and physical health rather than extrinsic aspirations for money, fame and image which have a negative relation to psychological health. (Niemi, Ryan & Deci 2009, 305.)

These findings are relevant if we look at the quality of work life and its intent to promote and define a better place to work. Hartikainen et al. (2010, 40) argue that subjective measures have a stronger impact on job satisfaction than objective measures. It was also noticed that both measures of income are important satisfaction factors. According to the European Foundation for the Improvement of Living and Working Conditions (2012, 14), the intrinsic quality of working life refers to the work and its environment. Four core sets of features are associated with meeting people's needs: the quality of work itself, the workers' social and physical environment and the intensity of work.

As mentioned before, the quality of working life and an organization's productivity go side by side and are connected. An organization's effectiveness and the improvement of the quality of working life are based on management and leadership. It has a strategic importance for performance as well as employees' well-being (Hartikainen et al. 2010, 29). (Markkula 2011, 184.) Financially strong employers have a better quality of working life. According to the Finnish Work Life Barometer (Ylöstalo & Jukka 2010, 5), this kind of connection became stronger in 2009. A strong quality of working life, open relations in the workplace and management that supports these factors make employers financially stronger. It was also noticed in the barometer (2010) that a good quality of working life has a positive influence on coping at work and on career length. (Ylöstalo & Jukka 2010, 5.)

It takes time to build good working life quality. It may be difficult to notice the immediate benefits of high quality and good working life, but it is necessary to invest in working life quality proactively. Organizations need to strengthen their work resources and attraction factors (EK 2010, 25). The quality of working life may have a connection with the reputation of an organization and, therefore, have an influence on recruitments. Organizations with a good reputation have better possibilities to attract new employees. (Työ- ja elinkeinoministeriö 2009, 1.)

2.2.2 Quality of Working Life in Europe, Scandinavia and Finland

Quality of working life is an important topic in Europe for both global and local reasons (Hartikainen et al. 2010, 29). Already in the year 2002 the quality of working life and employment were noticed to become a major subject of discussion one year after the Lisbon Summit in 2001, when it became as an explicit objective of the European Commission (Hartikainen et al. 2010, 29; European Foundation for the Improvement of Living and Working Conditions 2002, 4). In the recent years also in Finland the quality of working life has been raised as a central concept of working life discussion (Hakanen 2009, 17; Virmasalo et al. 2011, 3.). In the global competition Europe, including Finland as well, needs to focus on the quality of working life in order to be able to confront working life challenges. Relevant studies are needed with correct indicators and factors to measure the progress of the matter. (European Foundation for the Improvement of Living and Working Conditions 2002, 4; Hakanen 2009, 4.)

It has been argued that the quality of working life is better in Finland and in the other Scandinavian countries comparing to the rest of Europe if we look at work resources. According to Hartikainen et al. (2010, 40), the most important explaining factor of work satisfaction in Scandinavia and also in Finland was discretion. Elsewhere in Europe it was the perception of pay. It has also been speculated that in the Nordic countries there are comprehensive networks and positive co-operation between the different parties of working life and contexts for the development of working life (Anttila et al. 2010, 21-22, 31; Hartikainen et al. 2010, 29. referring Gallie 2007a; Gustavsen 2007; Lorenz & Valeyre 2005). However, there are some other features that are not experienced as positive. Work is intensive, and job security is not as good as in the other European countries. Finnish employees have less autonomy and they are less satisfied with their wages. Occupational health issues were experienced less worrying in Finland than elsewhere in Scandinavia. (Anttila et al. 2010, 21-22, 31; Hartikainen et al. 2010, 29.)

Even if the quality of work is on a high level in some countries, work and investments are needed to retain the level. In the 1990's the quality of working life was on the same and good level in the UK and Nordic countries. In the next ten years the quality of working life declined radically in the UK when the Nordic countries were able to maintain the good level. However, also in Finland and Scandinavia there are pressures to change the system as well as

working life structure. (Anttila et al. 2010, 32; Hartikainen et al. 2010, 40.) There are minor signs that the quality of working life has declined in Europe (Leschke et al. 2012). Work intensification is an important issue in discussions on the quality of working life in the future (Hartikainen et al. 2010, 39).

In Finland rational and productive points of view are emphasized in the discussions on the quality of working life, but in an international article analyzed by Anttila et al. (2010, 55) it seems as if there is strong trend of developing the work place atmosphere, culture and individual experiences. Productivity seems to be a side product of the quality of working life.

The views on the quality of working life have changed during the years in the Finnish surveys. The basic issue is being involved in work, having work or having found work (Ylöstalo & Jukka 2010, 16). Kasvio et al. (1994, 5, 399-401) speculated on the significance of general and economic aspects for the changes in the quality of working life in the 1990's, especially in the Finnish municipalities. The general working life challenges such as reduced job security had a negative impact on the experiences of working life, but the meaning of work remained important for the employees. At that time, because of economic reasons, there were pressures to decide on quick financial savings on, for example, municipal services. These decisions were made although it was understood that they could have a negative impact on the employee's motivation, frustration, stress etc. in the future. However, there were no findings in the survey to indicate that this actually happened. (Kasvio et al. 1994, 399-410.)

In the municipalities' working life barometer from 2012 (The Centre of Occupational Safety 2012, 3-5) the quality of working life was studied based on four different dimension: Workplace retention, work encouragement and innovativeness, balance between resources and demands and equal treatment. With a scale 1-10 the results showed that the quality of working life in municipalities was a little better in 2012 (7.96) than in the previous year 2011 (7.92). All employees in Finland gave a better value (8.02) than the employees in municipalities only. According to the results, the municipalities' employees gave a better value than the Finnish employees in general for workplace retention and work encouragement and innovativeness. Correspondingly, the balance between resources and demands and equal treatment were valued by the municipalities' employees to be worse than what was valued by the employees in general. The results were of the same kind as in the previous year.

In working life and with its challenges it is important to co-operate with employees, be righteous and activate employee's competence in order to develop procedures. The quality of working life and productivity need to be fitted together. (Kasvio et al. 1994, 399-410.) The same kind of trend can be seen in working life nowadays. The quality of working life could be seen as a part of success and as a way to strive for better services (Nakari 1994, 161).

In the Finnish working life barometers the quality of working life is seen as a multilevel issue. It contains different issues and aspects related to the daily working life. Some of those are minor, and some are connected to global aspects. (Ylöstalo & Jukka 2010, 16.) Correspondingly, the EK (2010, 7) defines that quality of working life contains certain multilevel factors that all have an influence on how people experience working life quality in the workplace. According to the EK, these factors are salary and rewards, working time, working tools, encouragement, atmosphere and management.

Finland has its own clear and positive profile in comparison to European countries and quality of working life. According to Alasoini (2011, 39), the strengths of the Finnish working life are organization of work, social relationships, work and leisure time balance, psychosocial features and opportunities for professional development. The special features of the Finnish working life quality seem to be the organization of work, physical factors, needs and job satisfaction and threat of violence, harassment and discrimination at work. It is also important to notice that Finnish employees are very rarely satisfied with their work conditions. They also experience dissatisfaction with their wages and they feel less often that work has been done well. (Alasoini 2011, 36-40.)

On average the quality of working life is on a good level, and there are only moderate changes. Working life today seems to offer better wages and welfare, more opportunities to influence on work, learn and use skills. On the other hand, there is less job security, and the psychological agreement on work, the salary versus effort ratio, has become more indistinct. However, there is a concern that working life in Europe is becoming divided into good and bad work and sectors. (Virmasalo et al. 2011, 3, 14–15.)

3 SUMMARY OF THEORETICAL BACKGROUND

In this thesis the approach angle to the phenomenon as well as its general definition and description were estimated to best meet the needs of the co-operation partner, the social services of the Muurame municipality. Working life, good working life and different generations have been described by earlier national and international studies and survey results and definitions. In the present thesis the terms good working life and the quality of working life are used as limited and complementary concepts. In Markkula's theory, good working life includes the concept of the quality of working life. (Markkula 2011; Appendix 2.) In the Finnish language the wordings and concepts have quite the same meaning, similarities in definition and content. In this thesis, based on the literature review and similarities of the concepts, it was decided that the wording 'good working life' would be used to describe the phenomenon. Based on the theory, there is no single exhaustive definition for the phenomenon and good working life.

The concepts "quality of working life", "quality of work life" and "job quality" are used as synonyms (Anttila et al. 2010, 43-44). In addition to being a part of working life people need a job and someone to work for, an employer. In this thesis the concepts workplace and job are seen as a fundamental part of good working life and quality of working life. Furthermore, good working life and the young generation have been described based on different definitions and factors.

In this thesis the Theoretical Model of Excellent (good) Working life, the EWL model, defines good working life and its improvement. According to Markkula (2011; Appendix 2), the model has been structured around three concepts: Managerial leadership, effectiveness, and quality of working life and excellent working life. The concepts include different content. According to Markkula and the good working life model, the dimensions are interconnected. It has been seen possible to transfer the theory to any working life circumstances as a guiding model for good working life and use it empirically in practice. (Markkula 2011, III, 104-107, 178-179; Appendix 2.)

As an international background for the thesis the Decent Work Agenda of ILO (The International Labor Organization 2014) supports and steers better work. It is parallel with the European Commission's definition of good working life and quality of working life. Both concepts have a macro-level including gender equality, health and safety and work related features.

(Hakanen 2009, 17.) In addition, the Job Quality Index, JQI, has been described in the thesis as an attempt to have a possibility for a clear picture of the quality of working life and its development and to compare working life in the different countries in Europe in order to promote better jobs and the quality of working life. The JQI includes six sub-indices: wages, non-standard forms of employment, work-life balance and working time, working conditions and job security, access to training and career advancement and collective interest representation and voice/participation. (Leschke & Watt 2008, 5, 35; Leschke et al. 2008, 7.) In addition, it was stated by Gifford et al. (2002, 13; Appendix 4) that improving the quality of working life in hospitals may have better long-term and practical results in nurse retention management and improvement than short term strategies for better incentives.

The empirical part of the thesis contains two Finnish sample groups and their comparison in order to describe the Finnish working life and its change from the good working life point of view. It was estimated relevant to use study and survey results mostly gained from the Finnish working life context. In addition, the phenomenon has been described on the international level in the theoretical part. The Finnish Working Life Barometer (Ylöstalo & Jukka 2010, 94; Appendix 1) found thirteen factors which clearly differentiate the quality of working life (Table 15). The factors could be summarized in four elements: equal treatment, job security, balance between work demands and resources and incentives and mutual trust (Ylöstalo & Jukka 2009, 15). Based on the Barometer's information, the Finnish Ministry of Employment and Economy, among others, has defined ten permanent cornerstones for the quality of working life and good working life (table 16).

Table 15. The biggest differences with the estimations of quality of working life by Finnish employees in 2009. (Ylöstalo & Jukka 2010, 94.)

- | |
|---|
| <ol style="list-style-type: none"> 1. Treatment at the workplace is equal 2. The opportunity to participate or the development of the workplace function 3. Work tasks are discussed together 4. Workplace is secured and stabile 5. Information is transmitted openly 6. Continuous learning of new things at work 7. Employees and management relations are open 8. The proposals are taken as constructive 9. No hidden things 10. Encourage to try new things |
|---|

11. Work is well organized
12. Enough employees
13. The mental workload is suitable/reasonable

Table 16. Ten cornerstones for permanent quality of working life. (Työ- ja elinkeinoministeriö 2009, 4.)

1. People and work are respected, no matter what is the position
2. Work is so profitable that jobs are secured and near future can be foreseen
3. Fair salary for work and work secures livelihood
4. Work is experienced pleasant and people come to work with pleasure. There is a balance in work between what you give and what you get. It is more than only money
5. Operation is fair and righteous. People support each other's and communication is open-minded between employers and management
6. Organization, procedures and action are continuously developed in co-operation with personnel
7. Entire personnel have a possibility to develop themselves and influence to own objectives realization
8. Possibility to get feedback
9. Mental and physical load is moderate. Concerning the job descriptions, the reasonable resources and enough personnel are taken care of
10. Minimize the work related unnecessary risks

In the 5th European Working Conditions Survey minor changes were found in the quality of working life as well as variations between industries in long term in Europe. Poor quality of work (14% of jobs) means the lowest level of health and wellbeing and less meaning in work. (European Foundation for the Improvement of Living and Working Conditions 2012; Appendix 10.)

In the present thesis students have been described as a sample group based on studies and surveys conducted on the young generation. The young generation has been described in the context of working life change and different generations. In this thesis the generation context has been used with working life. The working life change and the ongoing strong generation rotation in working life has also been described. For the Finnish employees work means livelihood, social relations and building one's own identity and knowledge, but at the same time also values and attitudes towards work are changing.

In the thesis the young generation has been defined as having the year of birth in the 1980's or later. It has been discovered by earlier studies and surveys that the young generation appreciates more leisure time, and that work place stability and security are more important than salary. (Haavisto 2010; Vesterinen & Suutarinen 2011; Tapscott 2009; Appendix 9.) For the young generation work represents ways to achieve material aspects such as ability to traveling, higher standard of living etc. Salary has a meaning, but it is not the most important one. Social relations and interesting and pleasant work have been found to be the most important aspects. International work divided adolescences' interests (Laurén et al. 2012; Appendix 7.) In addition it has been found in different studies that with the young generation working life needs a change of thinking, individual career thinking, increasing differences in working times, methods and places. The values of the young generation have been found to be different from those of the previous generations, and values are changing. (Piha & Poussa 2012; Appendix 8.)

A Finnish survey found that nurses with 26-35 years of age were less satisfied with working life and that the young generation challenges the management and organization procedures openly (Hahtela 2012; Appendix 5). According to a municipality survey, the most important aspects for the young generation are a fine work atmosphere (only 20% evaluated municipalities to have good management and atmosphere), security and stability of the job, opportunity to influence on one's own work content, diversity of work and personal welfare. The young generation found municipalities to have narrow opportunities. However, the reality is the opposite with regard to working life opportunities in municipalities. (The Association of Finnish Local and Regional Authorities, KEVA & KT Local Governments Employers 2012; Appendix 3.)

4 RESEARCH OBJECTIVES AND QUESTIONS

The objective of this thesis was to examine how social and health care students, the young generation, and the employers' representatives described and estimated good working life and the factors related to the quality of working life and how the views met. In addition, the purpose was to study how good working life and the factors related to the quality of working life affected the students' choices in choosing employers and how the factors were visible in the social service practices in the Muurame municipality. The basic objective was to find out how good working life was experienced and realized and what expectations were held by different labor market parties who had different kinds of backgrounds in terms of age and work experience. Students were seen as the young generation and potential job seekers with little or no experience in working life, and the employers and their representatives as baby boom or generation X with a great deal of experience in working life. Students represented expectations for working life and the employers' representatives working life realism. The results can be used for estimating and improving good working life and the quality of working life, as well as for estimating and improving employers' practices to meet the working life expectations of the potential young labor force. The information can be used in employers' strategy planning for estimating and developing the employer's labor market package so that it would attract skilled young labor force.

Research questions:

1. To what extent do the descriptions of the factors related to the good working life and quality of working life meet between social and healthcare students and employers' representatives?
2. To what extent do the factors related to the good working life and quality of working life affect the students' choice of employer?
3. To what extent does the Muurame municipality as an employer cater for the visibility of the factors of good working life and of the quality of working life in the social sector service practices?

5 METHODOLOGY

5.1 Research Methods

The research design in this master's thesis was that of a descriptive case study, containing theoretical and empirical parts. The empirical part of the thesis was organized into three stages: data collection, data analysis and data interpretation. It was also decided that mixed methods would be used to clarify, understand and describe the phenomenon more comprehensively and strongly. Mixed methods refer to a research strategy which uses both qualitative and quantitative methods. This approach enables checking the findings of one method against the other methods. (Denscombe 2010, 137-139.)

With mixed methods the researcher is able to feel more confident about the accuracy of his findings (Greene et al. 1989, 259). When designing a quantitative questionnaire for a survey, it is also possible to plan to use qualitative methods, for example interviews, to improve the validity of the questionnaire (Denscombe 2010, 140). When using a mixed method approach, it is possible to gain a fuller perspective and more complete view of the studied phenomenon (Denscombe 2010, 140).

In the present thesis the mixed methodology included two stages, qualitative and quantitative, in order gain as comprehensive and rich material and data as possible. With the qualitative methodology it was possible to collect wider, more open and unpredicted data on the phenomenon. Correspondingly, with quantitative methods it was possible to collect more exact information in terms of numbers and figures. Different kinds of data support each other. (Hirsjärvi et al. 2009, 136, 199-201.)

In the first part the phenomenon was examined from the students' perspective by using qualitative material and data. With the information and theory part it was possible to better understand the phenomenon and use understandable and convenient terminology. The information was used as supportive material with the theory part to create the questionnaires for the second part. In the second part the phenomenon was described more precisely with quantitative data and compared between the students and employers' representatives so as to obtain the answers to the research questions. (Hirsjärvi et al. 2009, 132-139.)

5.2 Data Collection

The empirical material and data were collected in two stages in Finnish and translated to English by the author for the thesis report. In the first part qualitative material and data was collected from the students with a group theme interview in spring 2013. In the second part quantitative data was collected with two separate, but similar, questionnaires in autumn 2013 from the students and employer's representatives. (Figure 2.)

There were three different Finnish speaking sample groups: one student group for the theme interview ($n = 3$) and one student group ($n = 45$) and one employers' group ($n = 4$) for the questionnaires. All the students were bachelor students in nursing and social services from JAMK University of Applied Sciences located in Jyväskylä, Finland who had given a permission to use their contact information for research and had certain number of credit points completed. In the theme interview the credit point limit was 180 and in the questionnaire 120. The official bachelor degree requirement in Finland is 210 credit points. The students were closer to graduation than beginners and therefore potential labor force for the Social Services of the Muurame municipality. The employers' group consisted of the representatives Muurame's social services who were chosen by the employer as key employees.

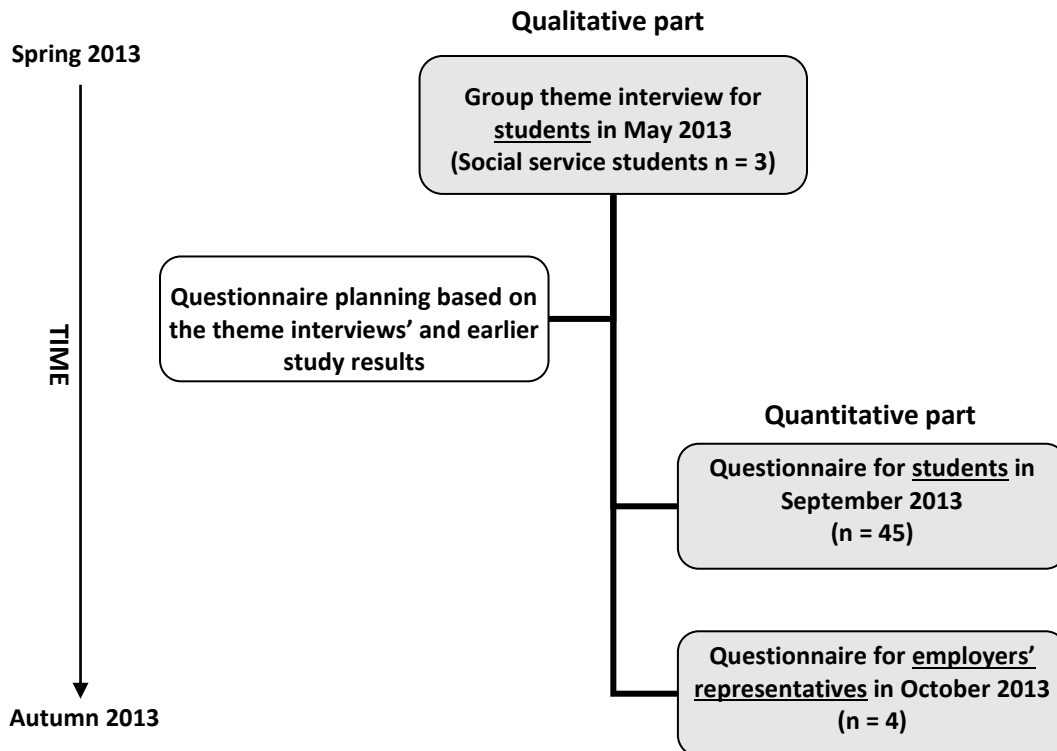


Figure 2. Data collection and samples

5.2.1 Qualitative Data

For the theme interviews a sample was extracted from the JAMK system in March 2013 with the original 180 credit point's limit. The confined sample size from the system was fifty-seven. For group theme interview the sample ($n = 3$) was chosen randomly, and the selected students received an e-mail invitation. A total of three answers of voluntary participation in the interview and study was received. The sample size was estimated to be sufficient for the research and theme interview's objectives. It was decided that the theme interview would be executed as a group to save time and money and also because of the richness of the conversation.

The group theme interview was executed in May 2013. The objective for the theme interview was to obtain a stronger pre-understanding of the phenomenon, to clarify and find the correct wordings and understandable terminology for the subject and the coming questionnaires. The theme interview was mostly free discussion about the phenomenon and only partly guided by themes in order to give a possibility to approach the phenomenon widely and from individual perspectives. (Hirsjärvi & Hurme 2000, 48.) By using a group interview the similarity of the interview situation and questions was ensured for all the participants. (Appendix 13.)

The given themes were based on the research questions. The subjects and themes in the interview were based on the information already found about the phenomenon which also had formed the theory base of the research (Tuomi & Sarajärvi 2011, 75).

5.2.2 Quantitative Data

In the quantitative part there were two questionnaires in autumn 2013. The questionnaires were based on earlier research and study results, and also on the student's theme interview results. The questionnaires were similar in terms of their basic structure and content, only with a few wordings and differences of meaning. The first questionnaire was for the students and the second one for the employer representatives.

To increase sample size with the students for the questionnaire and strengthen the reliability of the study a sample re-drive within the JAMK system was executed with a minimum of 120 credit point limit. The re-confined sample size was seventy-seven students. The question-

naires were pre-marketed to both target groups by e-mail and also by arranging meetings with students in order to increase the response rate. The individual link for answering was sent by e-mail to seventy seven students and four employer representatives. With the students also two reminders were sent. The questionnaires were answered by forty-five ($n = 45 / 58 \%$) students and four ($n = 4 / 100 \%$) employer representatives.

The data produced by the questionnaires were collected anonymously into the Webropol internet program for analysis (Hirsjärvi et al. 2009, 196). The first questionnaire was sent to the students at the beginning of September, when the autumn semester of the school began. The second one was sent to the employer representatives at the end of October.

5.2.3 The Background and Structure of the Questionnaire

The questionnaires were planned for the study conducted as part of this thesis (Appendix 11 & 12). Both of them had the same basic structure and the data was collected electronically with the internet based program Webropol by using an individual link sent by e-mail. Participation was voluntary. The students' questionnaire had two parts: part A "Good and high-quality working life" and part B "Choosing an employer". Correspondingly, the employers' questionnaire also had two parts: A "Good and high-quality working life" and B "Employers' practices". The structure of the questionnaires was as brief and clear as possible in order to attract as many participants as possible. However, the structure of the questionnaire with seventeen factors was sufficiently comprehensive with regard to the research questions. The questionnaire was tested with five students in advance.

The questionnaires were contained multiple kinds of questions so as to have a stronger and wider description of the phenomenon. The respondents also had a possibility to use or add their own answers or factor in order to complete the factor list and answers if needed. The questionnaires included two open questions, two matrix questions with Likert's five step scaling for seventeen factors and two ordinal questions with the same seventeen factors as well. The seventeen factors were based on earlier studies and theme interview results (Aho-nen et al. 2010; Alasoini 2010; Anttila et al. 2010; European Foundation for the Improvement of Living and Working Conditions 2012; Gifford et al. 2002; Haavisto 2010; Hahtela 2012; Kuntaliitto, Kuntien eläkevakuutus KEVA & Kuntatyöntajat KT 2013; Laurén et al. 2012;

Markkula 2011; Piha & Poussa 2012; Tapscott 2009; Työ- ja elinkeino-ministeriö 2009; Vesterinen & Suutarinen 2011; Ylöstalo & Jukka 2010.) The seventeen factors were the same in all the matrix and multiple choice questions. All questions needed to be answered, except for the item “Something else you would like to mention”. In the Background questions the employers did not need to answer the questions concerning studies and credit points.

For the matrix questions Likert’s five step scaling was chosen. The objective for the scale was to divide the options for a positive or negative group and to elicit possible variation with the answers. The scale for the answers was 1 = not at all, 2= little, 3 = some / neither nor, 4 = much, and 5 = very much. The objective, according to the research questions, was to find out, describe and measure experiences and opinions. In the multiple choice questions an ordinal scale was used to find out the importance and order of the factors in certain dimensions. The respondents were requested to choose three most important factors from the list for the question’s dimension. (Appendix 11 and 12.)

5.3 Data Analyzes

The data were analyzed by using different methods at different stages. The qualitative data from the group theme interview and also from the open questions in questionnaires were analyzed by using the Webropol program as well as the Windows Excel and Word programs for word frequency analysis and categorization. In the second stage the data were analyzed by using qualitative and quantitative methods.

The group theme interview was recorded, and notes were taken during the interview session. The data was analyzed afterwards by using factor and word frequency analyses to find out most frequently used key words and categories of the subject by the students. Categorizing and grouping were based on Markkula’s Excellent Working Life model’s dimensions (Markkula 2009).

For the questionnaires the statistical analyses for all variables were carried out by using the SPSS 13.0 statistical software for Windows (SPSS Inc., Chicago, IL, USA). The normality and equality of variances of the data was tested before choosing the statistical method. As the assumptions for a parametric statistical analysis were not met, an independent-samples U-

test (Mann-Whitney test) was used to compare the differences between the groups. P-values less than 0.05 were considered statistically significant.

The answers in the questionnaires were compared between the students and employer's representatives, and also in terms of age (the young generation = born in 1980 or later versus older generations), and also in terms of work experience (≥ 4 -5 years of experience versus ≤ 4 years of work experience). Age groups were based on the theory. Work experience categories were divided into those with less than and those with over four years in order to achieve a balanced size for the groups for running the tests and to be able to sufficiently estimate the level of the influence of work experience on the results. Because of the low sample size of the employer's representatives, some results are reported only in percentages in order to be able to compare them with the students and protect the respondents.

5.4 Description of Samples

There was variation inside and between the sample groups with regard to sample size and background information such as gender, age, length of work experience and with the students' degree program and credit points. The employers' representatives' background was more homogenous than that of the students and they were significantly more experienced than the students. (Table 17.)

Students' background variables

In the theme interview the sample ($n = 3$) included one male and two females, all social service students with an average age of thirty-three years. They had completed on average one hundred and thirty-seven credit points. One of them was above the age of the young generation definition (born in 1980 or later). All of them had more than five years of work experience.

In the second stage the questionnaire was sent to seventy-seven students and it was answered by forty-five ($n = 45$) students. Most of the respondents were female (89%; $n = 40$), only approximately 11 % were male ($n = 5$). The students' average age was twenty-six years, and the age range was from twenty to forty-nine years of age. Most of the students were under thirty years of age, and, overall, nearly ninety percent (89 %; $n = 40$) of the students

belonged to the group of the young generation, born in 1980 or later. Six of the students were over 30 years of age and two over forty years of age.

The students were from four different degree programs. This variation was excellent with regard to the potential jobs in Muurame's social services, namely, almost half of the students were from the Degree Program of Social Services (49 %; n = 22), and the other half came from the nursing program. They had completed at least one hundred and twenty credit points. Most of them (n = 40) had completed more than 140 credit points. The average number of completed credit points was hundred and seventy four. The variation was from one hundred and twenty-two to two hundred and forty credit points.

All students had work experience at least 1 – 2 years. Twenty nine percent of the students had five or more years of experience. Particularly in the social and health services eleven percent of the students had five or more years of experience. Most of the students (70 %) had less than 2 years of work experience in the social and health services.

Employers' representatives' background variables

In the second part the questionnaire was answered by four (n = 4) employers' representatives. All of them were females (100 %) and over fifty but less than sixty years of age. They had a great deal, over twenty years, of work experience in all kinds of work. Only one had less than twenty but more than sixteen years of work experience, particularly the in social and health services. The employers' representatives were highly experienced, also in terms of social and health service work, if viewed on the basis of working time in years.

Table 17. Background variables of the respondents

Background	Students		Employer	
	n	%	n	%
Gender				
Female	40	89	4	100
Male	5	11	0	0
Age				
-20	1	2	0	0
21-25	31	69	0	0
26-34	9	20	0	0
35-39	2	4	0	0
40-45	2	4	0	0
46-50	0	0	0	0
51-55	0	0	3	75
56-60	0	0	1	25
61-	0	0	0	0
All work experience in years				
< one	0	0	0	0
1-2	11	24	0	0
2-3	9	20	0	0
3-4	12	27	0	0
5-10	13	29	0	0
11-15	0	0	0	0
16-20	0	0	0	0
≥ 21	0	0	4	100
Study program				
Nursing, nurse	9	20	0	0
Nursing, Public Health Nursing	12	27	0	0
Nursing (in English)	2	4	0	0
Social service study program	22	49	0	0

6 RESULTS

The results are presented in two different parts: The theme interview results are presented in the first part and questionnaire results in the second. The questionnaire results are presented in the order and structure of the research questions so as to clarify the content. In some questions the students' and employer representatives' answers are in the same tables or one after another so as to clarify the results for analysis and reporting.

With regard to some factors and answers in the questionnaires, statistically significant differences could be seen between the students and employers' representatives. There were no significant differences between young and older students (young born in 1980 or later). Most of the students represented the young generation ($n = 40$), and all the students were younger than the employer's representatives. There were no statistically significant differences in the answers between the students and employers' representatives when work experience background was taken into account, except in question six. In that question there were significant differences in two factors between students with more or less than three years of work experience. Based on this, the students were dealt with as a consistent group and not divided into subgroups according to age or work experience in the results.

6.1 Group Theme Interview

In the group theme interview results there were clear findings, and two most important and most-widely discussed subjects with the students emerged. For the students salary and the meaning and content of work were mostly related to the quality of working life and especially to choosing an employer. The students evaluated that both factors had a fifty percent significance in choosing an employer if they had to choose the most important factor. Salary was also speculated to have a different relevance depending how big it was. With low incomes the salary had more significance to the students.

Good working life was described with words such as flexibility, diversity, balance with work and leisure time, resources, work atmosphere and work wellbeing, organization and management. The students did not want to have too much work, confusing management, organization or a non-open environment. Instead, the students would have liked to discuss and have feedback on their work. In addition, possibilities and variation in work and the employ-

er's image and reputation had a significance in choosing the employer. There was a general discussion concerning the expression "meaning of the work". It might be understood as the work in the future that one is probably going to have after graduation or the work done during the studies in which one is not so interested in meaning.

6.2 Good Working Life

In the first part of the questionnaire, in other words, part A, in questions one, two and three the respondents were requested in multiple ways to estimate the significance of the factors of good working life, including the quality of working life. The answers were very similar. There were some relevant perceptions between factors' significance inside the groups. However, the differences in the answers were statistically small in question two and three. In the A-part, the quality of working life, there were no statistically significant differences between the answers and groups in any questions and factors.

In the question one the respondents were requested to briefly describe in their own words what good working life was. The most frequently used words and categories with the students were "opportunities, possibilities and development" (work and my own skills, career, possible to influence, learn, career), "Meaning of work" (content, appropriate challenges), "Flexibility and equality", and "atmosphere" (work community and coworkers, fairness, joy, equality). In addition, incentives, such as the salary, were mentioned in several answers. Students described good working life mostly with Markkula's (2009) quality of working life dimension and least in terms of effectiveness. In addition, the author felt that there was a need to create new and appropriate categories. (Figures 3 & 4.)

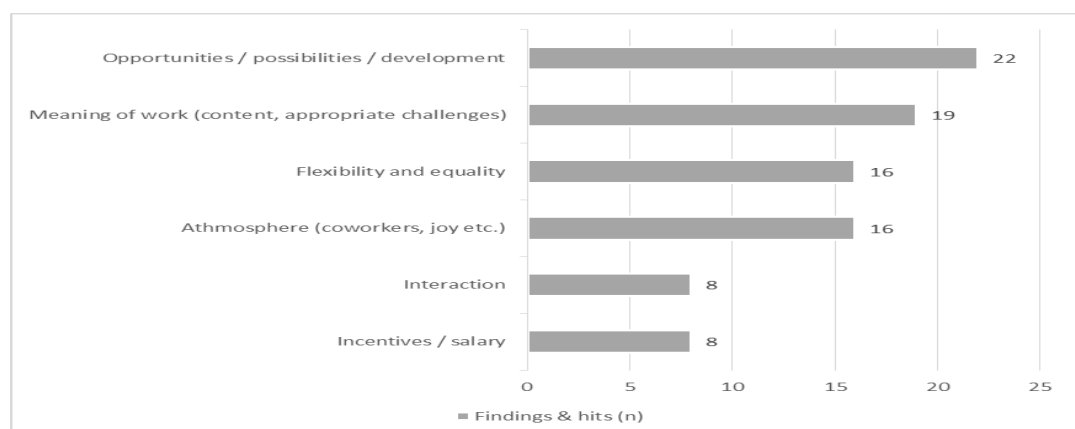


Figure 3. Good working life according to the students in their own words (categorized and translated by author).

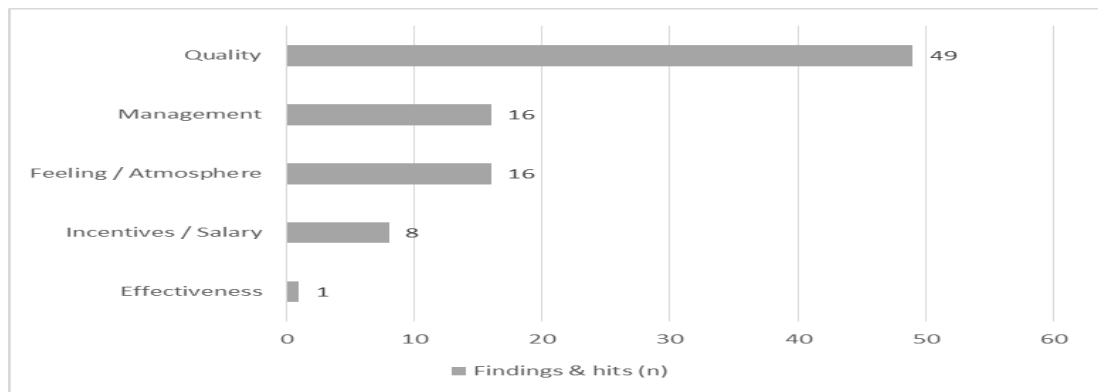


Figure 4. Dimension grouping based on Markkula's (2009) Excellent Working Life model and extra dimensions from the students' answerers (translated and interpreted by the author)

In the answers to question one by the employer's representatives variation was notable. Figure five shows the most frequently used words and categories. Moreover, they are interpreted by the author in terms of Markkula's Excellent Working Life model dimensions in Figure six. In addition the author found it necessary to create new and appropriate categories. The most frequently used words or categories in the answers were "work community", "content of the work is meaningful" and "work load is appropriate". For the employer's representatives Markkula's (2009) quality of working life dimension seemed to be most important in the descriptions of good working life.

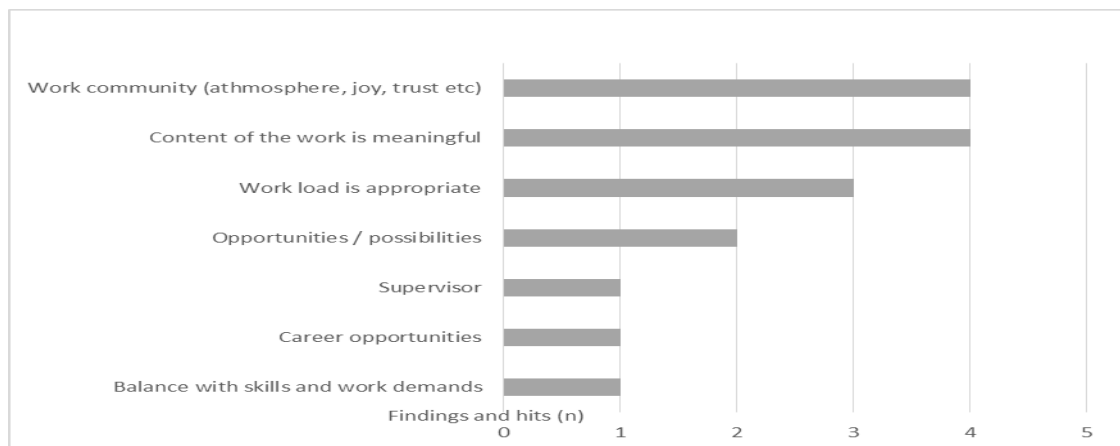


Figure 5. Good working life by employer's representatives with own words (categorized and translated by author)

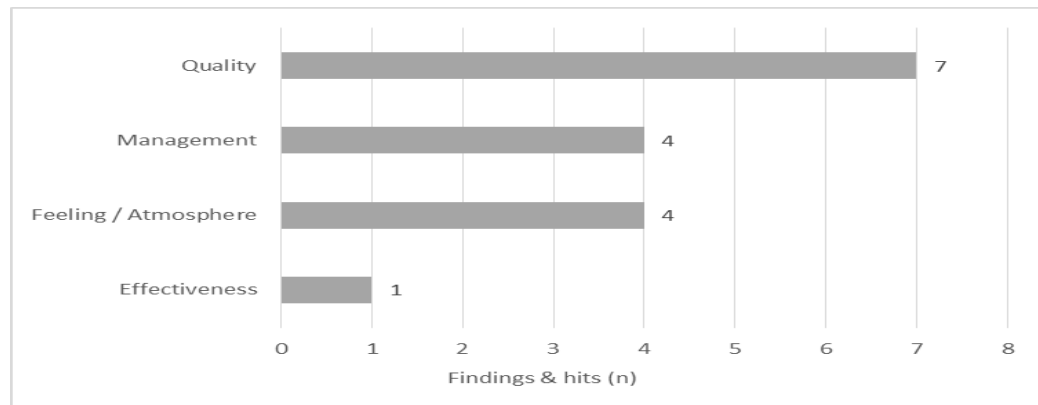


Figure 6. Dimension grouping by Markkula's (2009) Excellent Working Life model and one other from employers' representatives' answerers (translated and interpreted by author)

In questions two and three the answers between the students and employers' representatives were not statistically different. Neither were there were any major differences and variation inside the different groups between different factors in question two. (Table 18.) The variation between the answers was low, and the answers were skewed. Only one student chose "not at all" with the factor "Continuous learning of new things at work" and one "little" with the factor "Encouraged to try new things". Other answers by both groups were "very much", "much" or "some / neutral". (Table 20.)

The average of all the seventeen factors was 4.5 with the students, and 4.7 with the employer's representatives. The average median with all the seventeen factors was 4.7 in the answers altogether. Most of the answers were in Likert's scale categories "very much" or "much". Ninety-one percent of the students' answers and ninety-seven percent of the employers' representatives' answers were "very much" or "much". The highest standard deviation with original factors was only 1.0. In the questionnaires there was a possibility to add the respondents' own factors or issues if needed. There the standard deviation (SD) was 1.39 with the extra factor "Something else you would like to mention" for the students. Nine ($n = 9$) of the students added written descriptions. One of the written answers was described in the opposite terms and, for its part, it distorted the scaling result. The employers' representatives had no other factors or issues to add. (Table 19.)

In students' answers the highest average (avg 4.9) was with the factor "Treatment at work place is equal" and lowest (avg 3.8) with the factor "Continued learning of new things at work". There was a low standard deviation ($SD = 0.29$) with the highest average as well, and with the lowest average the standard deviation was the second highest ($SD = 0.81$).

In the employers' representatives' answers the highest average was found with the factors "Treatment at work place is equal" (avg 5) and "work is well organized" (avg 5). The lowest average was with "Continued learning of new things at work" (avg 4.25) and "workplace is secured and stabile" (avg 4.25). The highest standard deviation was in the factor "Balance between work and leisure time" (SD = 1.0).

Table 18. Good working life factors by students and employers' representatives (question 2)

QUESTION AND FACTORS						
To what extent do the following factors describe good working life from your point of view (your opinion)?		n	Average	Median	Standard deviation SD	Confidence interval (CI)
Treatment at the workplace is equal	Students	45	4,91	5	0,29	4,83 – 5
	Managers	4	5,00	5	0,00	5 – 5
Opportunity to participate for the development of the workplace function	Students	45	4,58	5	0,58	4,41 – 4,75
	Managers	4	4,75	5	0,50	4,26 – 5,24
Work tasks are discussed together	Students	45	4,58	5	0,54	4,42 – 4,74
	Managers	4	4,5	4,5	0,58	3,93 – 5,07
Workplace is secured and stabile	Students	45	4,33	4	0,71	4,13 – 4,54
	Managers	4	4,25	4,5	0,96	3,31 – 5,19
Information is transmitted openly	Students	45	4,67	5	0,52	4,51 – 4,82
	Managers	4	4,75	5	0,50	4,26 – 5,24
Continuous learning of new things at work	Students	45	3,80	4	0,81	3,56 – 4,04
	Managers	4	4,25	4	0,50	3,76 – 4,74
Relations between employees and management are open	Students	45	4,58	5	0,66	4,39 – 4,77
	Managers	4	4,75	5	0,50	4,26 – 5,24
The proposals are taken as constructive	Students	45	4,56	5	0,55	4,4 – 4,72
	Managers	4	4,75	5	0,50	4,26 – 5,24
No hidden things	Students	45	4,36	4	0,71	4,15 – 4,56
	Managers	4	4,75	5	0,50	4,26 – 5,24
Encourage to try new things	Students	45	4,16	4	0,82	3,91 – 4,4
	Managers	4	4,75	5	0,50	4,26 – 5,24
Work is well organized	Students	45	4,44	5	0,62	4,26 – 4,63
	Managers	4	5	5	0,00	5 – 5
Enough employees	Students	45	4,76	5	0,48	4,61 – 4,9
	Managers	4	4,75	5	0,50	4,26 – 5,24
The mental workload is suitable	Students	45	4,71	5	0,59	4,54 – 4,88
	Managers	4	4,75	5	0,50	4,26 – 5,24
Appropriate salary	Students	45	4,44	5	0,76	4,22 – 4,67
	Managers	4	4,75	5	0,50	4,26 – 5,24
Content of the work is meaningful	Students	45	4,67	5	0,52	4,51 – 4,82
	Managers	4	4,75	5	0,50	4,26 – 5,24
Balance between work and leisure time	Students	45	4,71	5	0,55	4,55 – 4,87
	Managers	4	4,5	5	1,00	3,52 – 5,48
Something else you would like to mention	Students	9	4,22	5	1,39	3,31 – 5,13
	Managers	0	0	0	0	0

Table 19. The students' open answers with the factor "Something else you would like to mention (translated by author)

Very much	Positive feedback, decent work times, flexibility, job description correspond with education, flexibility, nice work community, independence and possibilities to impact own work
Much	Employer intervenes contradictions between staff
some/neither nor	Incentives
Not at all	Employees need to afraid that work environment risks health

Table 20. Students' and employer's representatives' answers distribution in percent in question two

Employer	very much	much	some/nei- ther nor	little	not at all
	%	%	%	%	%
Treatment at the workplace is equal	100,00	0,00	0,00	0,00	0,00
The opportunity to participate for the development of the workplace function	75,00	25,00	0,00	0,00	0,00
Work tasks are discussed together	50,00	50,00	0,00	0,00	0,00
Workplace is secured and stabile	50,00	25,00	25,00	0,00	0,00
Information is transmitted openly	75,00	25,00	0,00	0,00	0,00
Continuous learning of new things at work	25,00	75,00	0,00	0,00	0,00
Employees and management relations are open	75,00	25,00	0,00	0,00	0,00
The proposals are taken as constructive	75,00	25,00	0,00	0,00	0,00
No hidden things	75,00	25,00	0,00	0,00	0,00
Encourage to try new things	75,00	25,00	0,00	0,00	0,00
Work is well organized	100,00	0,00	0,00	0,00	0,00
Enough employees	75,00	25,00	0,00	0,00	0,00
The mental workload is suitable	75,00	25,00	0,00	0,00	0,00
Appropriate salary	75,00	25,00	0,00	0,00	0,00
Content of the work is meaningful	75,00	25,00	0,00	0,00	0,00
Balance between work and leisure time	75,00	0,00	25,00	0,00	0,00
Something else you would like to mention?	0,00	0,00	0,00	0,00	0,00
All together	71,88	25,00	3,13	0,00	0,00

Students	very much	much	some/nei- ther nor	little	not at all
	%	%	%	%	%
Treatment at the workplace is equal	91,11	8,89	0,00	0,00	0,00
The opportunity to participate for the development of the workplace function	62,22	33,33	4,44	0,00	0,00
Work tasks are discussed together	60,00	37,78	2,22	0,00	0,00
Workplace is secured and stabile	46,67	40,00	13,33	0,00	0,00
Information is transmitted openly	68,89	28,89	2,22	0,00	0,00
Continuous learning of new things at work	17,78	48,89	31,11	0,00	2,22
Employees and management relations are open	66,67	24,44	8,89	0,00	0,00
The proposals are taken as constructive	57,78	40,00	2,22	0,00	0,00
No hidden things	48,89	37,78	13,33	0,00	0,00
Encourage to try new things	40,00	37,78	20,00	2,22	0,00
Work is well organized	51,11	42,22	6,67	0,00	0,00
Enough employees	77,78	20,00	2,22	0,00	0,00
The mental workload is suitable	77,78	15,56	6,67	0,00	0,00
Appropriate salary	60,00	24,44	15,56	0,00	0,00
Content of the work is meaningful	68,89	28,89	2,22	0,00	0,00
Balance between work and leisure time	75,56	20,00	4,44	0,00	0,00
Something else you would like to mention?	66,67	11,11	11,11	0,00	11,11
All together	60,77	30,32	8,50	0,14	0,27

In the answers to question three there seemed to be differences in percentage between the students and employers' representatives. The biggest variation was with the factor "Work is well organized" (43% difference) (Table 21 and figures 7 & 8). Only seven percent of the students evaluated it as a one of the most important factors. Fifty percent of the employers' representatives evaluated it as important. There was a notable difference in percentage also with the factor "enough employees", but, nevertheless, it was ranked high by both groups. There seemed to be more differences as well with the factors "Treatment at the workplace is

equal” and “Content of work is meaningful”. The students chose the factors in terms of percentage more often than the employers’ representatives. In the question three there were no statistically significant differences in the answers between the students and employers’ representatives.

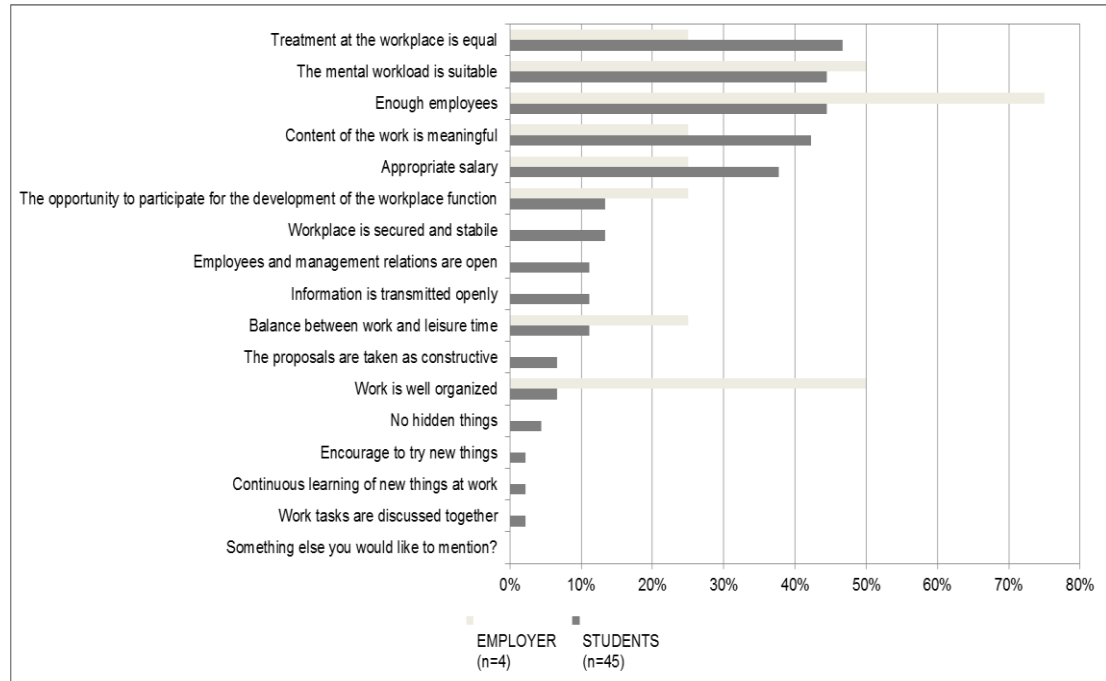


Figure 7. Most important good working life factors for students versus employer’s representatives (question 3)

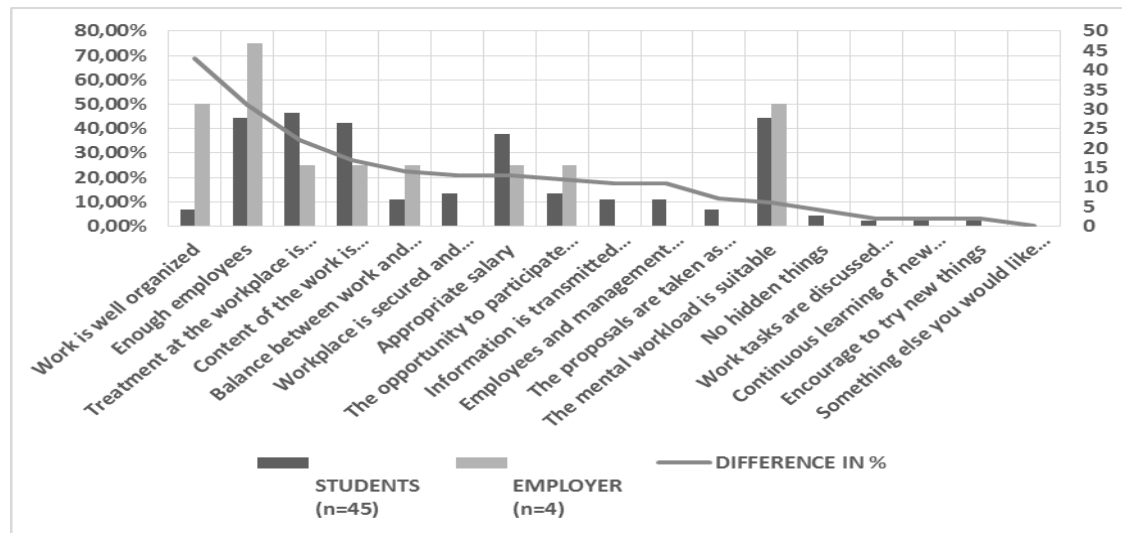


Figure 8. Difference trend line with factors’ importance between students’ and employer’s representatives (question 3)

Table 21. Factors' importance in difference order between students' and employer's representatives' answers (question 3)

FACTORS	STUDENTS	EMPLOYER	DIFFERENCE IN %
	(n=45) %	(n=4) %	
Work is well organized	7	50	43
Enough employees	44	75	31
Treatment at the workplace is equal	47	25	22
Content of the work is meaningful	42	25	17
Balance between work and leisure time	11	25	14
Workplace is secured and stabile	13	0	13
Appropriate salary	38	25	13
The opportunity to participate for the development of the workplace function	13	25	12
Information is transmitted openly	11	0	11
Employees and management relations are open	11	0	11
The proposals are taken as constructive	7	0	7
The mental workload is suitable	44	50	6
No hidden things	4	0	4
Work tasks are discussed together	2	0	2
Continuous learning of new things at work	2	0	2
Encourage to try new things	2	0	2
Something else you would like to mention?	0	0	0

In question three there were five good working life factors which were clearly more important to the students than the other factors (tables 20 & 21 and figures 7, 8 & 9). The factors were "Treatment at the workplace is equal" (47 %), "The mental workload is suitable" (44 %), "Enough employees" (44 %), "Content of the work is meaningful" (42 %) and "Appropriate salary" (38 %). There were clear differences, that is, eleven choices (48 %), between the fifth and the sixth one of the chosen factors on the list (Figure 9.). Four factors had two or fewer (≤ 2) choices. These were "No hidden agendas", "Encourage to try new things", "Continuous learning of new things at work", and "Work tasks are discussed together". The students had no other comments or factors to add.

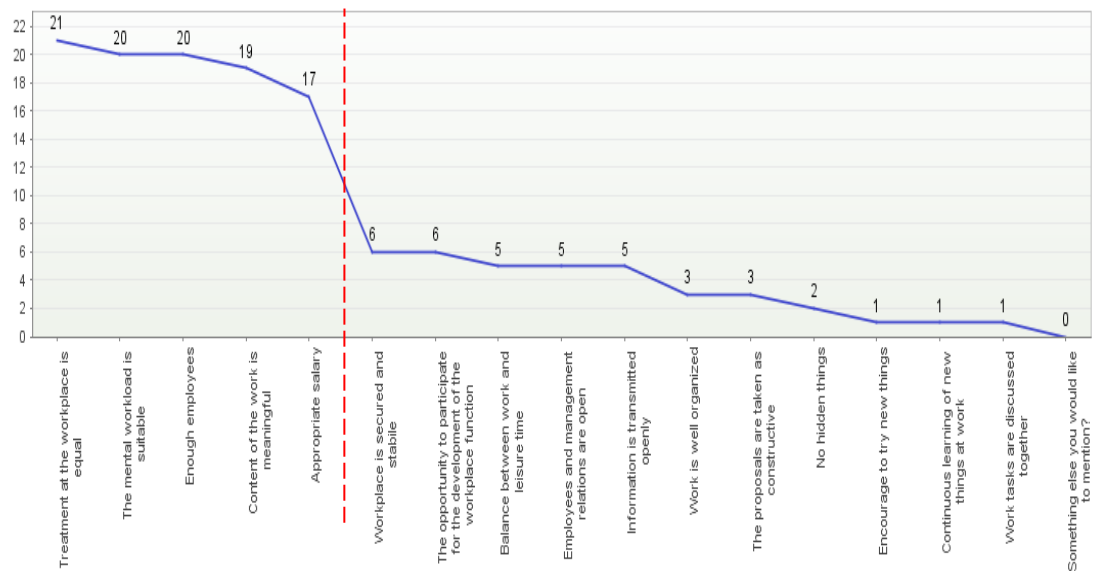


Figure 9. Most important good working life factors for students by choices and hits (question 3)

In the employer's representatives' answers eight factors were chosen as more important good working life factors in question three. Nine of the factors were not chosen at all. (Table 22). The most important factor for them was "Having enough employees" (75 %), the second important factor was "The mental work load is suitable" (50 %) and the third one was "work is well organized" (50 %). (Tables 21 & 22 and figures 7 & 8.). They had no other comments or factors to add.

Table 22. The employers' representatives' choices of good working life factors

Do have more importance	Do have less importance
1 Treatment at the workplace is equal	Work tasks are discussed together
2 The opportunity to participate for the development of the workplace function	Workplace is secured and stabile
3 Work is well organized	Information is transmitted openly
4 Enough employees	Continuous learning of new things at work
5 The mental workload is suitable	Employees and management relations are open
6 Appropriate salary	The proposals are taken as constructive
7 Content of the work is meaningful	No hidden things
8 Balance between work and leisure time	Encourage to try new things
9	Something else you would like to mention?

6.3 Good Working Life Influence on Choosing Employers by Students and the Realism in Employers' Practices

In the second part of the questionnaire, B - part, in questions four, five and six the students were requested in multiple ways to describe a good employer and good working life factors' influence on choosing the employer. Correspondingly, the employer's representatives were asked in multiple ways to describe the Muurame municipality as an employer and its practices' in the light of good working life factors. There were statistically significant differences between the students' and employers' answers, differences between expectations and realism, especially in question five. In addition, in question six there were statistical differences between the students with different work experience backgrounds.

In question four the students were requested to briefly describe a good employer in their own words. The most frequently used words and categories by the students were "equal" and "fair" with thirty seven different descriptions. The students mentioned, in different ways, the terms "open" and "conversational" twenty times in their answers. They expected employers to be encouraging and supportive as well as caring and understanding. Salary, good reputation, relaxed atmosphere and stability were not so important to the students. (Figure 10.)

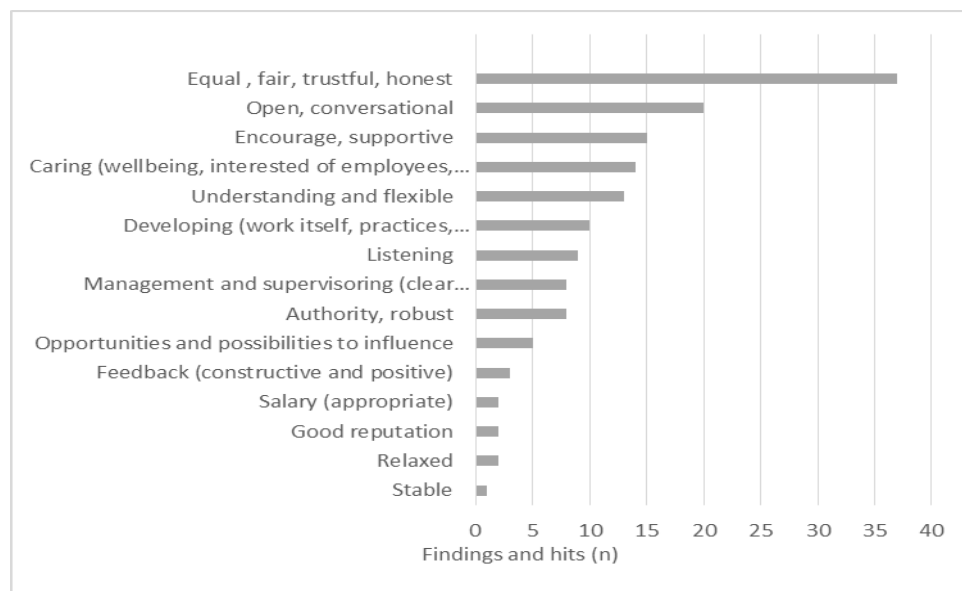


Figure 10. The students' most used frequently words and categories to describe a good employer (categorized and translated by the author)

In question four there was variation in the employers' representatives' answers when describing the Muurame social services as an employer. Only communication was mentioned

more than once in the answers. Two of the respondents wanted more open communication, and, correspondingly, one of them described communication as open. Other aspects and words were mentioned only once. Most of the descriptions were positive and some negative. The word “challenging” was placed into both categories by the author because it was not clear if it was a positive or negative description. (Table 23.)

Table 23. Employer open answers in question 4

Positive	Most used words and categories	Findings and hits (n)
	Nowadays work better organized and more clear functions	1
	Getting positive feedback	1
	Experienced employees, skills	1
	Work community support	1
	Open communication	1
	Equal treatment	1
	Challenging	1
Negative	Communication	2
	Lack of support with to be able to manage in work	1
	Introduction and instruction old fashioned and insufficient	1
	Days loaded with work	1
	Challenging	1

In question five there was some variation between the answers. The general standard deviation average with all the factors and answers was 0.6. (Variation 0.50-0.92). There was a higher general factors’ average level with the students (avg 4.28) than with the employers’ representatives (avg 3.53). The students seemed to have higher expectations with the factors related to choosing an employer than how the factors were realized in Muurame social service’s practices. The average median with the factors all together was the same (average median = 4) with both groups, but there was some variation. Only in the employers’ representatives’ answers there were factors with medians less than four (<4). There was a median of three with the factors “Work tasks are discussed together”, “No hidden agendas”, and “The mental workload is suitable”. One answer from the employers was “little” with the factor “Information is transmitted openly”, the other answers were “very much”, “much” or “neither nor / some”. With the students there was more variation. (Tables 24 and 25.)

There were higher averages and medians with the students than with the employers’ representatives with all the factors except for one: “Continuous learning of new things at work”.

With the factor both groups had the same median (median 4), but the average with the students was 3.69 and with the employers' representatives 3.75. With the students the factor had the smallest average. In addition, the factor had the smallest difference between the groups as well. The factors "The opportunity to participate in the development of the workplace functions" and "Encourage to try new things" had less influence on the students' choices of employers with an average less than four (< 4).

For students there was the highest average with the factors "enough employees" (avg 4.62), "the mental workload is suitable" (avg 4.62), "content of the work is meaningful" (avg 4.58) and "treatment at workplace is equal" (avg 4.53). "Treatment at workplace is equal" had the lowest standard deviation (0.55 SD). Those factors had more influence on choosing the employer. With Muurame's social service practices there was the highest average with the factors "Content of the work is meaningful" (avg 4.25), "Workplace is secured and stable" (avg 4), "Continuous learning of new things at work" (avg 3.75) and "Appropriate salary (avg 3.75). (Table 24.)

In question five there were statistically significant differences ($p < 0,01$; $p < 0,05$) in the answers and factors between the students and employer's representatives. There were strong statistical differences with the factors "treatment at workplace is equal", "information is transmitted openly", "enough employees", and "mental work load is suitable" ($p < 0,01$). In the answers all the factors were more highly scaled by the students than the employers' representatives. Students scaled the factor "treatment at workplace is equal" higher with an average of 4.5 (median 5) than the employers' representatives whose average was 3.5 (median 3.5). The factor "information is transmitted openly" was scaled by the students with an average of 4.36 (median 4) and by the employers' representatives with an average of 3 (median 3). The students scaled the factor "enough employees" with an average of 4.62 (median 5) and the employer's representatives with 3.5 (median 3.5). The factor "the mental workload is suitable" was scaled by the students with an average of 4.62 (median 5) and by the employer's representatives with 3.25 (median 3). The factors influenced more on the students in choosing an employer than what was the reality in Muurame's social service practices. (Table 24.)

In question five there were also statistically significant differences with the factors "work tasks are discussed together", "relations between employees and management are open",

“proposals are taken constructively”, “no hidden agendas”, “work is well organized”, and “balance between work and leisure time” ($p < 0,05$). The students seemed to give more meaning to the factors in choosing an employer when comparing how the factors were seen in the reality of Muurame’s social service practices by the employer’s representatives. The biggest difference with these factors was with “work is well organized” (0.97 difference on average). The students gave more meaning to the factor than what was the reality in Muurame. (Table 24.)

In question five there were no differences between the students with different work experience backgrounds or with different ages. It was relevant to report comparisons only between the students and employers’ representatives.

Table 24. Good working life factors extension in choosing employer by students and in Muurame social service’ practices by employers’ representatives (question 5)

QUESTIONS AND FACTORS						
STUDENTS: To what extent do the following factors (assuming them to be known) influence your decision making in choosing employer?		n	Average	Median	Standard deviation SD	Confidence interval (CI)
MANAGERS: To what extent are the following factors realized in Muurame municipality’s social service practices as an employer?						
Treatment at the workplace is equal **	Students	45	4,53	5	0,55	4,37 – 4,69
	Managers	4	3,5	3,5	0,58	2,93 – 4,07
Opportunity to participate for the development of the workplace function	Students	45	3,71	4	0,87	3,46 – 3,97
	Managers	4	3,5	3,5	0,58	2,93 – 4,07
Work tasks are discussed together *	Students	45	4,13	4	0,73	3,92 – 4,35
	Managers	4	3,25	3	0,50	2,76 – 3,74
Workplace is secured and stabile	Students	45	4,27	4	0,86	4,01 – 4,52
	Managers	4	4	4	0,82	3,2 – 4,8
Information is transmitted openly **	Students	45	4,36	4	0,74	4,14 – 4,57
	Managers	4	3	3	0,82	2,2 – 3,8
Continuous learning of new things at work	Students	45	3,69	4	0,92	3,42 – 3,96
	Managers	4	3,75	4	0,50	3,26 – 4,24
Relations between employees and management are open *	Students	45	4,44	5	0,66	4,25 – 4,64
	Managers	4	3,5	3,5	0,58	2,93 – 4,07
The proposals are taken as constructive *	Students	45	4,36	4	0,71	4,15 – 4,56
	Managers	4	3,5	3,5	0,58	2,93 – 4,07
No hidden things *	Students	45	4,20	4	0,89	3,94 – 4,46
	Managers	4	3,25	3	0,50	2,76 – 3,74
Encourage to try new things	Students	45	3,91	4	0,87	3,66 – 4,17
	Managers	4	3,5	3,5	0,58	2,93 – 4,07
Work is well organized *	Students	45	4,47	5	0,69	4,26 – 4,67
	Managers	4	3,5	3,5	0,58	2,93 – 4,07
Enough employees **	Students	45	4,62	5	0,61	4,44 – 4,8
	Managers	4	3,5	3,5	0,58	2,93 – 4,07
The mental workload is suitable **	Students	45	4,62	5	0,58	4,45 – 4,79
	Managers	4	3,25	3	0,50	2,76 – 3,74
Salary	Students	45	4,18	4	0,86	3,93 – 4,43
Appropriate salary	Managers	4	3,75	4	0,50	3,26 – 4,24
Content of the work is meaningful	Students	45	4,58	5	0,66	4,39 – 4,77
	Managers	4	4,25	4	0,50	3,76 – 4,74
Balance between work and leisure time *	Students	45	4,36	4	0,68	4,16 – 4,55
	Managers	4	3,5	3,5	0,58	2,93 – 4,07
Something else you would like to mention	Students	0	0	0	0	0
	Managers	0	0	0	0	0
* $p < 0,05$						
** $p < 0,01$						

Table 25. Students' and employer's representatives' answers distribution in percent in question 5

Employer	very much	much	some/nei- ther nor	little	not at all
	%	%	%	%	%
Content of the work is meaningful	25,00	75,00	0,00	0,00	0,00
Workplace is secured and stabile	25,00	50,00	25,00	0,00	0,00
Continuous learning of new things at work	0,00	75,00	25,00	0,00	0,00
Appropriate salary	0,00	75,00	25,00	0,00	0,00
Treatment at the workplace is equal	0,00	50,00	50,00	0,00	0,00
The opportunity to participate for the development of the workplace function	0,00	50,00	50,00	0,00	0,00
Employees and management relations are open	0,00	50,00	50,00	0,00	0,00
The proposals are taken as constructive	0,00	50,00	50,00	0,00	0,00
Encourage to try new things	0,00	50,00	50,00	0,00	0,00
Work is well organized	0,00	50,00	50,00	0,00	0,00
Enough employees	0,00	50,00	50,00	0,00	0,00
Balance between work and leisure time	0,00	50,00	50,00	0,00	0,00
Work tasks are discussed together	0,00	25,00	75,00	0,00	0,00
No hidden things	0,00	25,00	75,00	0,00	0,00
The mental workload is suitable	0,00	25,00	75,00	0,00	0,00
Information is transmitted openly	0,00	25,00	50,00	25,00	0,00
Something else you would like to mention?	0,00	0,00	0,00	0,00	0,00
All together	3,13	48,44	46,88	1,56	0,00

Students	very much	much	some/nei- ther nor	little	not at all
	%	%	%	%	%
Enough employees	68,89	24,44	6,67	0,00	0,00
The mental workload is suitable	66,67	28,89	4,44	0,00	0,00
Content of the work is meaningful	66,67	24,44	8,89	0,00	0,00
Treatment at the workplace is equal	55,56	42,22	2,22	0,00	0,00
Work is well organized	57,78	31,11	11,11	0,00	0,00
Employees and management relations are open	53,33	37,78	8,89	0,00	0,00
Information is transmitted openly	48,89	40,00	8,89	2,22	0,00
The proposals are taken as constructive	46,67	44,44	6,67	2,22	0,00
Balance between work and leisure time	46,67	42,22	11,11	0,00	0,00
Workplace is secured and stabile	46,67	37,78	13,33	0,00	2,22
No hidden things	44,44	37,78	11,11	6,67	0,00
Appropriate salary	44,44	31,11	22,22	2,22	0,00
Work tasks are discussed together	31,11	53,33	13,33	2,22	0,00
Encourage to try new things	24,44	51,11	15,56	8,89	0,00
The opportunity to participate for the development of the workplace function	15,56	48,89	28,89	4,44	2,22
Continuous learning of new things at work	17,78	42,22	35,56	0,00	4,44
Something else you would like to mention?	0,00	0,00	0,00	0,00	0,00
All together	45,97	38,61	13,06	1,81	0,56

In question six the students were requested to choose three most important factors in choosing an employer, and the employer's representatives were asked to choose three factors that were realized best in Muurame's social service practices. There was no statistically significant difference between the students' and employers' answers, but there was a statistically significant difference between the students' answers with regard to different work

experience backgrounds. The students with less (≤ 2 years) work experience seemed to appreciate more having enough employees and less having information transmitted openly. It is worth noting that there were only a few students who chose “Information is transmitted openly” (9%) as a more important factor in choosing employer.

The factor “Treatment at the workplace is equal” was clearly the most important for the students in choosing the employer (Table 26 and figures 11, 12 & 13). Fifty three percent of the students chose the factor as important. The employer’s representatives did not choose it at all (0%). The students seemed to rate the factor “Treatment at the workplace is equal” high, but in Muurame’s practices it was not seen as one of the best three factors. On the contrary, the best realized factor in Muurame’s practices as seen by the employer’s representatives was “Encourage to try new things” (50%), but only four percent of the students chose it as one of the most important factor in choosing an employer. There was also a significant difference in the answers with the factor “The mental workload is suitable”. Twenty seven percent of the students chose it as important, but none (0%) of the employers’ representatives seemed to think of it as one of the best realized factor in Muurame’s practices. There was also more variation in the answers with the factors “Employees and management relations are open” and “Content of the work is meaningful”.

In addition, students chose “Salary / appropriate salary” (33%), “Content of the work is meaningful” (31%), “Enough employees” (29%) and “Work is well organized” (27%) as the most important factors. Only four percent of the students chose the factors “Continuous learning of new things at work” and “No hidden agendas” as more important. For the employer’s representatives the best realized factors, with fifty percent chosen, in Muurame’s practices were “Encourage to try new things”, “Employees’ and management’s relations are open” and “Content of the work is meaningful”. Neither the students nor the employer’s representatives had other comments or factors to add in question six. (Table 26 and figure 11.)

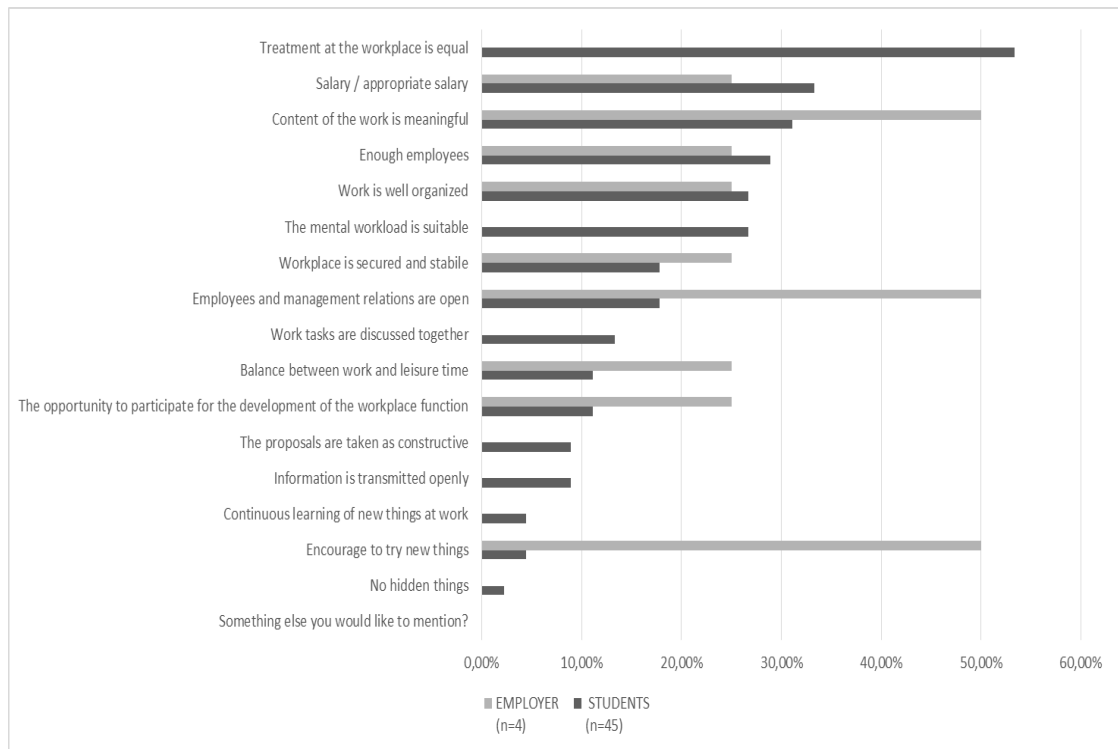


Figure 11. Most important factors for students in choosing employer compared how the factors are realized in Muurame municipality's social service practices as an employer in question 6

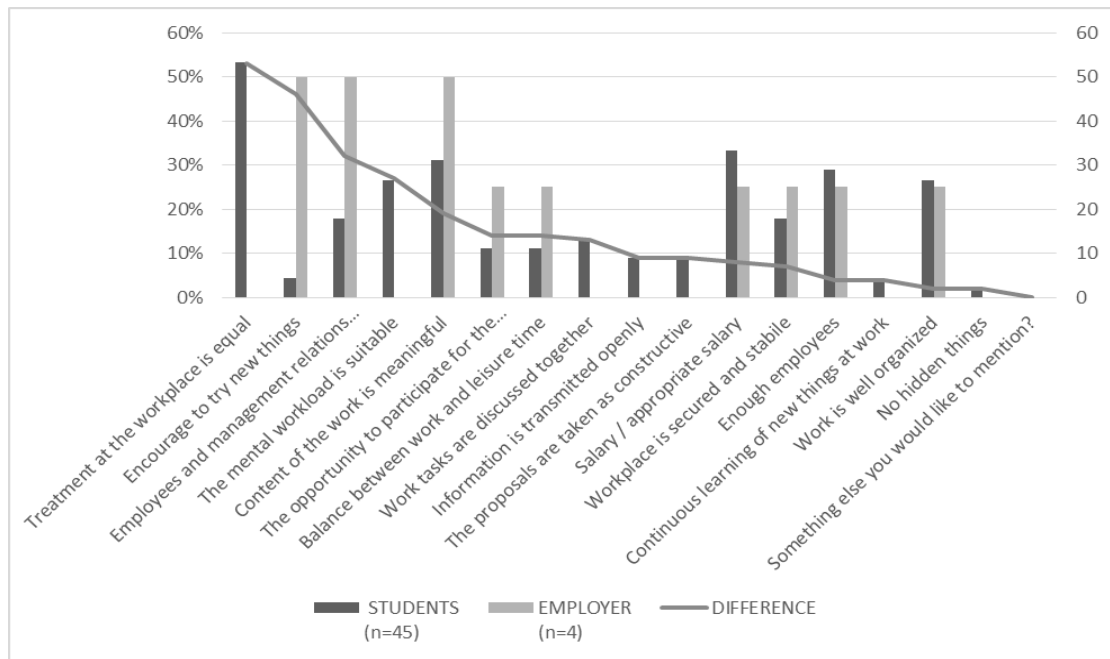


Figure 12. Difference trend line with factors' importance between students' and employer's representatives' answers in question 6

Table 26. Factors' importance in difference order between students and employer's representatives answers in question 6

	STUDENTS (n=45) %	EMPLOYER (n=4) %	DIFFERENCE
Treatment at the workplace is equal	53	0	53
Encourage to try new things	4	50	46
Employees and management relations are open	18	50	32
The mental workload is suitable	27	0	27
Content of the work is meaningful	31	50	19
The opportunity to participate for the development of the workplace function	11	25	14
Balance between work and leisure time	11	25	14
Work tasks are discussed together	13	0	13
Information is transmitted openly	9	0	9
The proposals are taken as constructive	9	0	9
Salary / appropriate salary	33	25	8
Workplace is secured and stabile	18	25	7
Enough employees	29	25	4
Continuous learning of new things at work	4	0	4
Work is well organized	27	25	2
No hidden things	2	0	2
Something else you would like to mention?	0	0	0

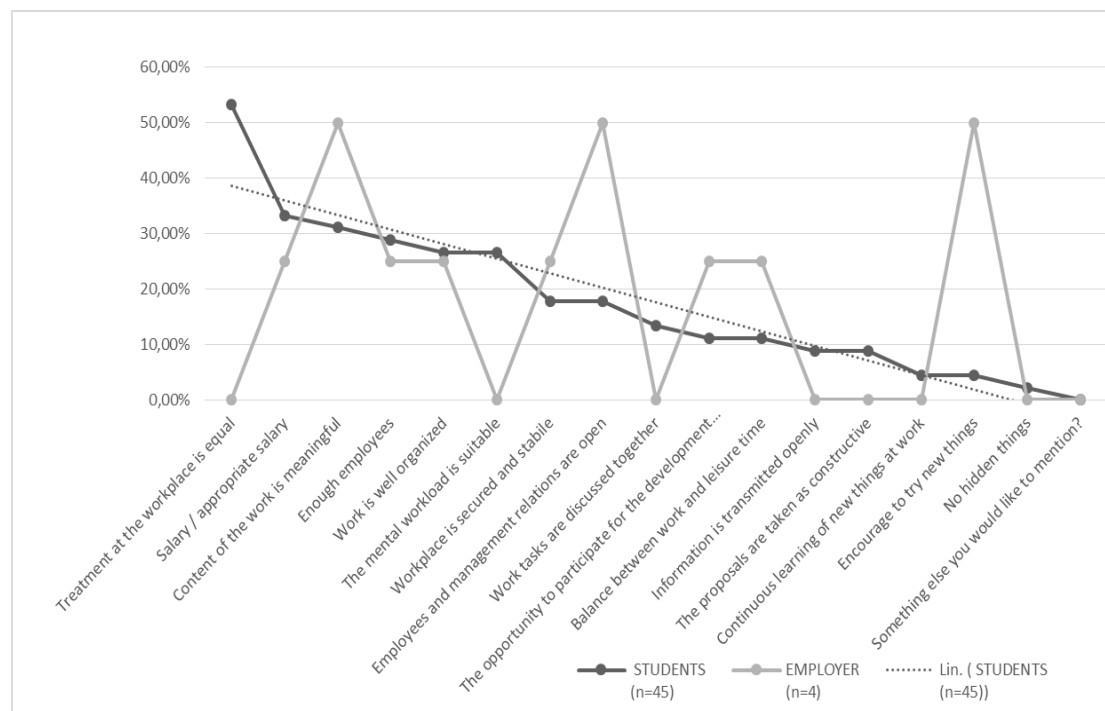


Figure 13. Students' expectations for employer and work, and employers' realism in question 6

6.4 Interest in Work in Social and Health Care Sector

Based on the answers almost all of the respondents were willing, interested and motivated to work in the social and healthcare sector. Only a few considered something else. (Figure 14.)

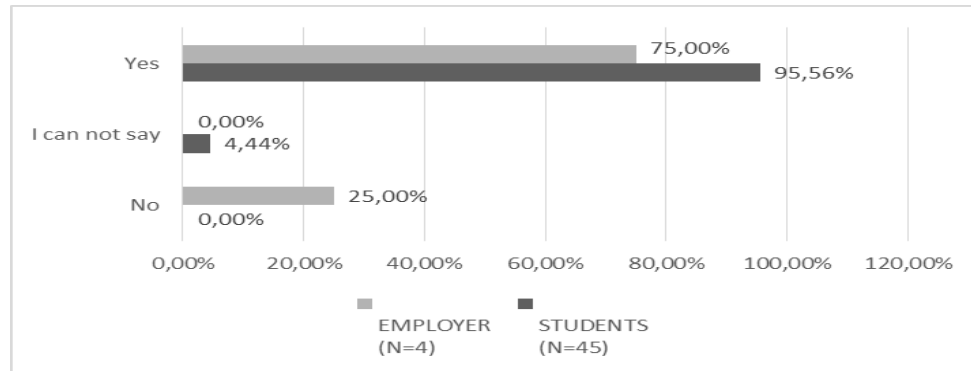


Figure 14. Interest in work in the social and healthcare sector

The respondents described the sector as their own. The most frequently used explanations for working in the social and healthcare sector were education and the meaning of work for the students and competence for the employer's representatives. The students explained that they would like to do the work that they had studied for. Most of the students explained that they were interested in the sector and to help. The social and health care sector's positive employment prospects were also mentioned by the students as a boost to their interest in the sector. One of the students was studying in another degree program and seeking other type of work as well. Two of the students were not certain whether they would work in the social and healthcare service sector. One of them was thinking of the general life situation in the future and the other one was thinking about doing voluntary work as an option. One of the employers' representatives sought clarification for work and its organization.

6.5 Preferred Employer in Social and Health Service Sector

The students and the employer's representatives preferred mostly municipalities and the private sector as employers in the social and health service sector (Figure 15). Municipality was the primary option for both groups, for the students with forty percent (n = 18) and for the employer's representatives with seventy-five percent (n = 3). One of the employer's representatives had considered working in the private sector because the client profiles might be less stressful and work more solid.

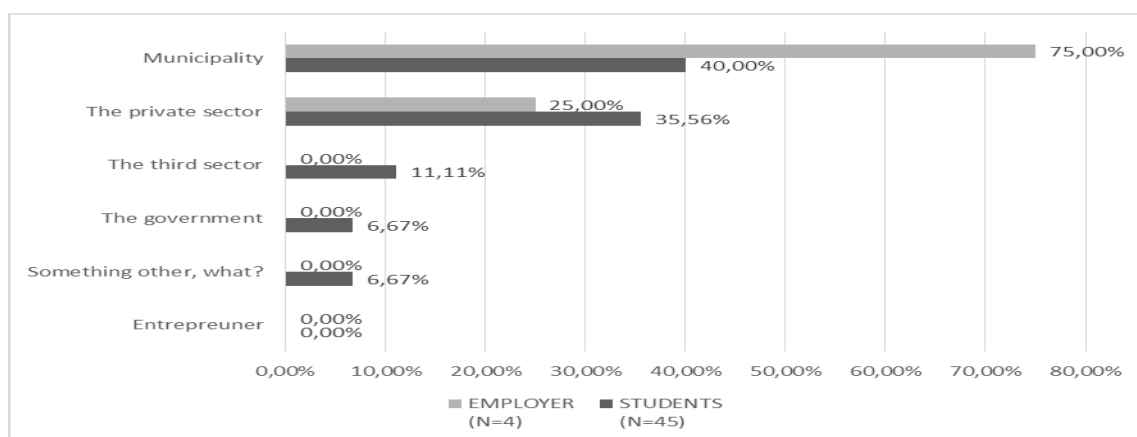


Figure 15. Preferred employer in social and health service sector for students after graduating and for employers' representatives

Most of the students and one employers' representative who preferred municipality raised the stability and security of employment as a reason to choose it. Most of those students thought that a municipality would be the most secured employment option. In addition, the students mentioned the opportunities in municipalities. Previous work or practical training experience in a municipality was raised by a few students as a reason to choose it as an employer in the future. Furthermore, the warmth of the work community was also mentioned.

Salary was clearly the main reason for the students to prefer the private sector as an employer. In addition, freedom, opportunities, work environment, image and relaxedness were mentioned. As a reason to prefer government, the students mentioned stability, better salary and opportunity to influence. Those who preferred the third sector mentioned flexibility, ideology, meaning, daytime work, wide range and opportunities. One student wanted to change away from the municipal sector.

In open option there were mentioned once central hospital Jyväskylä because there is more staff versus patient than elsewhere. One mention that she would take any job. Also project and development work was mentioned in one answer.

"Töissä olen ollut sekä yksityisellä että kunnallisella ja ehkä siksi valitsisin yksityisen kunsiellä ei talous- ja resurssitilanne välttämättä ole ihan niin surkea kuin kunnallisella puolella." (I have worked in both, the private and municipal sector, and therefore I would choose the private one because there the finance situation and resources are not necessarily as bad as in the municipalities. Translated by the author.) (One student)

6.6 Summary of the Essential Results

The most important factors were collected into the table 27. There were eleven more important factors, by average and most chosen, in the answers for questions two, three, four and five altogether. The three most important factors were “Treatment at the work place is equal”, “Content of the work is meaningful” and “Enough employees”. The factors “Treatment at the work place is equal” and “Enough employees” were more important for students to describe good working life and in choosing employer than for employers’ representatives to describe good working life and realized in Muurame social service’s practices. Students answers for open questions and in the theme interview supported the result that the factor “treatment at the workplace is equal” was the most important for students.

The factors were interpret and categorized by author into the Markkula’s (2010) Excellent Working Life model’s dimensions. The most important dimension in description of good working life was “quality” with the twelve factors and also with the three most important. The least important dimension was “management”. However the dimensions were quite well in balance and the difference were small. Based on the results the most important factors represented good working life well. (Table 27.)

Table 27. The most important factors

		Question two (2)		Question three (3)		Question five (5)		Question six (6)		EWL model by Markkula 2011
		Highest average		Most chosen		Highest average		Most chosen		E=effective-ness; M=manage-ment; Q=quality
	Total	S	E **	S	E	S	E	S	E	
Treatment at the workplace is equal	5	x	x	x		x*		x		Q
Content of the work is meaningful	4					x	x	x	x	Q
Enough employees	4	x		x	x	x				E + M
The mental workload is suitable	3			x	x	x				E + Q
Appropriate salary / salary	2						x	x		Q + M
Work is well organized	2		x		x					M + E
Employees and management relations are open	1								x	Q
Workplace is secured and stabile	1						x			E
Encourage to try new things	1								x	Q
Continuous learning of new things at work	1						x			Q
Balance between work and leisure time	1	x								M + E

S = Students

E = Employer's representatives

* = lowest SD in question 5

** Two factors average 5, other factors equal lower

For both groups the seventeen factors had positive and strong meaning to describe good working life. There were only minor variation inside and between groups with the factors. By author the factors were interpreted meaningful and important for both groups. Based on the results the factors were interpreted to describe well the good working life.

For students there were five clearly most important factors to describe good working life. In question two the both groups, students and the employers' representatives, appreciated most the factor "Treatment at the work place is equal". The factor was also the most important for students in choosing three most important factors to describe good working life. Only one of the employers' representatives chose it as one of the three most important factors. The equality was important to describe good working life, even there were some difference with the factor between groups in question three. Other most important factors in question two for students were "The mental workload is suitable", "Enough employees", "Content of the work is meaningful" and "Appropriate salary". In question two students appreciated least the factor "Continues learning of new things at work". In addition employers' representatives appreciated most the factor "work is well organized", and least the factor "Continues learning of new things at work" and "workplace is secured and stabile". The highest standard deviation was with factor "Balance between work and leisure time" with employer's representatives.

With the three most important factors there were two similar factors between groups, "Enough employees" and "The mental workload is suitable". Employer's representatives chose "Enough employees", "The mental workload is suitable" and "Work is well organized" as a three most important factors. The biggest difference was with the factor "Work is well organized". Younger and less experienced students appreciated the factor clearly less important than employer's representatives. In addition there were more differences with the factors "Enough employees", "Treatment at the work place is equal" and "Content of the work is meaningful".

In questionnaire there was a possibility to use own factors or descriptions in question two. Only students used own factors (n=9) to describe good working life. These factors were mostly appreciated with "very much" meaning to describe good working life. The answers were interpret to have more meaning because the factors were risen by students themselves, even the answers were single ones.

In the results of three most important factors there were two similar factors between groups and one different. "Treatment at the work place is equal" had clear meaning and importance for students. Employer's representatives did not choose the factor as three most important. Employer's representatives appreciated more than students the management, the factor "Work is well organized". Students gave importance for content of the work and salary. For young generation salary is important, but not the most. Students did not give so much importance for learning and trying new things in work in questions two and three. Students described the good working life most with equal treatment, enough employees, work is meaningful, mental balance and appropriate salary. In addition to the factors mentioned above students described good working life in own words by categories "opportunities, possibilities and development".

In the part B of the questionnaire students described good working life factors influence in choosing employer and employer's representatives to what extent the factors were realized in Muurame social service's practices. There were differences between the students' expectations and employers' realism. In the results there were statistically significant differences between students' and employers' representatives' answers, especially in question five. In the question the answers by students had higher average than in employer's representative's answers, except with one factor "Continuous learning of new things at work". Students had higher expectations with the other factors in choosing employer than the factors were realized in Muurame social service's practices. In addition in the question six there were statistically significant differences between students with different work experience background.

In the group theme interview students had very clear opinion that "salary" and "meaning of the work" had both fifty percent influence in choosing employer. The factors were very important for the students. Salary was described to have more importance if income level is low than with higher incomes. In questionnaire's open answers students describe good employer most to be "equal" and "fair". Students appreciate the factor "Treatment at the workplace is equal" high in question five. In question six the factor had clearly the most important meaning in choosing employer. The results supported the answers in questions two and three, and also equality was used in the answers for questions one by students. By employer's representatives the factor had lower average in question five than with students.

There were statistically significant difference as well. In questions three one and in question six none of the employer's representatives chose it as best three factors. There were clear finding that equality had strong importance for students, young generation, to describe good working life and in choosing employer. The factor had not so strong meaning for employer's representatives and it was not realized best in Muurame social service's practices.

The students described by own words good employer as open, conversational, encouraging, supportive, understanding and even caring. Salary was not so important for students to describe good employer as it was to describe good working life and to choose employer. In open answers there were variation to describe Muurame social services as an employer. Due to the small sample size and answers variation there were no clear findings to describe Muurame in open answers.

In question five there were strong statistically significance differences with factors "information is transmitted openly", "enough employees", and "mental work load is suitable" ($p < 0,01$). In the answers all the factors were higher scaled by students than employers' representatives. There were also statistically significant differences with the factors "work tasks are discussed together", "relations between employees and management are open", "the proposals are taken as constructive", "no hidden things", "work is well organized", and "balance between work and leisure time" ($p < 0,05$). The biggest difference with the factors was with "work is well organized". Students seemed to give more meaning for the factors in choosing employer than the factors were realized in Muurame social service's practices by employer's representatives.

The biggest differences in question five between students and employer's representatives' answers were with factors "Treatment at the work place is equal", "Encourage to try new things" and "Employees and management relations are open". Students had the lowest averages (<4) with the factors "Continuous learning of new things at work", "Encourage to try new things" and "The opportunity to participate for the development of the workplace function", which were online with answers in A-part with students. The same factors and "No hidden things" had least importance in choosing employer in question six. The best realized factor in Muurame's practices by employer's representatives was "Encourage to try new things" (50%), but only four percent of the students chose it as one of the most important factor in choosing employer. The students appreciated more other factors in choosing em-

ployer than new things and participating for the development. There were significant difference in the answers with factor “The mental workload is suitable”. Almost third of the students (27%) chose it as important, but none of the employers’ representatives seemed to think it as one of the best realized factor in Muurame’s practices.

“Content of the work is meaningful” was important for both groups, students and employer’s representatives. Students expected employer to offer meaningful work and in Muurame it was reality by the answers of the employer’s representatives. The results were online with the results in A-part especially with students. As an interesting notion the factor “Work is well organized” was more important for students in choosing employers than it was in good working life description, with the most important factors.

7 DISCUSSION

The objective of the master's thesis was to describe and explain the perceptions of good working life and quality of working life held by a group of students and an employer's representatives, and also its meaning for the students in choosing an employer and its visibility in employers' practices. In addition, the objective was to compare how the descriptions of the students and employers' representatives met. The study setting was planned so that the results would help the Social Services of the Muurame municipality to understand working life and the young generation, and, consequently, develop its practices. The information produced by this thesis was estimated to be practical and important for Muurame. Even if the sample sizes were small, the answer rate was high. Therefore the results are useful for Muurame, and for other employers as well, especially in the social and health care sector. The results can be used to prepare for the coming retirement rotation in a situation with a shortage of labor force and tightening competition for skilled employees in the social and health care sector.

In this master's thesis the concepts of good working life and working life change and generation differences were used to describe the phenomenon. The phenomenon was examined in different ways with mixed methods, mainly via seventeen working life factors used in earlier studies and literature. Both qualitative and quantitative methods were used with the data collection from the students and employer's representatives in order to make the results as comprehensive as possible.

Good working life and the quality of working life have been studied earlier on an international, national and general level (European Foundation for the Improvement of Living and Working Conditions 2012; Markkula 2010, Ylöstalo & Jukka 2010). The young generation has been described earlier in different studies and literature in general, and from the change of working life and the social and healthcare sector and municipalities' attraction points of view (Ahonen et al. 2010; Axelsson 2005; Green 2006, Haavisto 2010; Hahtela, N. 2012; Hiltrop 1999; Kuntaliitto, KEVA & KT 2013; Laurén et al. 2012; Piha & Poussa 2012; Tapscott 2009). A precisely similar setting could not be found in earlier studies with a combination of different dimensions and comparisons of students' and employer's descriptions of good working life in the social and health care sector, especially from the municipal social service point of view in Finland. The results can be used for understanding how working life expectations and realism

meet with different generations and working life backgrounds. This would enhance municipalities' ability to prepare for the future labor force ageing and challenging replacements.

7.1 Main Findings and Discussion

In this thesis the descriptions of good working life by the students and the employer's representatives were positive and similar. Both sample groups appreciated that the factors described good working life well. Students used similar wordings in open answers as well. There were no statistically significant differences with good working life descriptions and their importance. There were some differences in the open answers and some variation in choosing the three most important factors to describe good working life, but the variation was minimal. Therefore, the factors could be seen as positive indicators and as having a positive meaning for good working life. Due to the fact that in some answers the respondents' own extra factors were used to describe good working life, the results did not verify that the factors would describe good working life exhaustively. The results supported the previous study result of the Finnish Working Life Barometer 2009 according to which, there are factors which are meaningful in the definitions of good working life in general. However, based on the results and as stated in earlier study results and literature, there is no exhaustive definition for good working life. In the results there were some differences with different backgrounds, but they were not significant so as to describe good working life. (EK, The Confederation of Finnish Industries 2010, 8; Työ- ja elinkeinoministeriö 2009, 4; Ylöstalo & Jukka 2010, 16-17, 94.)

In the results a few of the factors emerged, especially in the selection of the most important factors. There was a clear finding that equality had a strong importance for the students, the young generation, in the descriptions of good working life and in choosing an employer. The factor had not such a strong meaning to the employer's representatives and it was not the most visible one in Muurame's social service practices. The results supported previous study results and literature according to which the young generation has strong values, such as justice and fairness, and values matter to them. The young generation thinks somehow differently from what generations used to think before. Based on the results equality should be highlighted in employers' practices in order to develop good working life and attract young employees. (Appendices 3, 7, 8, 9, 10; Ahonen et al. 2010, 24; Buddeberg-Fischer et al. 2005,

19-26; Buddeberg-Fischer et al. 2008, 31,37; Green 2006, 1-23; Haavisto 2010, 68–72; Laurén et al. 2012; Piha & Poussa 2012, 70, 99–102; Tapscott 2009, 17, 30–31)

The students gave importance to the content of the work and salary. They would also like to have enough employees. Rewarding seemed to be still important, even it had not the most important and such a clear meaning. The results were in line with the previous study results and literature of working life change and different generations according to which salary is important for the young generation, but not the most important. What one does as work is more important for the young generation than money and incentives. It could be said that the meaning of the work was important for the students and that it was realized well in Muurame. Based on the results, Muurame has great opportunities to appear as an appealing employer with meaningful work for the young generation. For a municipality there is a risk to lose the competition against the private sector because of the lower salaries in municipalities and the lack of resources for having enough employees. Muurame needs to highlight the positive factors in order to create an attractive employer image as it was noticed in the study results of the Appeal of the Municipality Sector. (Appendices 3, 7, 8, 9, 10; Ahonen et al. 2010, 24; Green 2006, 1-23; Haavisto 2010, 68–72; Kuntaliitto, Kuntien eläkevakuuus KEVA & Kuntatyönantajat KT. 2013; Laurén et al. 2012; Piha & Poussa 2012, 70, 99–102; Tapscott 2009, 17, 30–31)

Correspondingly, the students did not place so much importance on learning and trying new things at work which were realized well in Muurame. At least, these factors were not the most important for the students. This result and the factors involved with communication, openness and feedback were somehow in contradiction with the previous study results that the young generation would seek more than before opportunities for development and for doing new things. However, the students had greater expectations for the factors “information is transmitted openly”, “enough employees”, “mental work load is suitable”, “work tasks are discussed together”, “relations between employees and management are open”, “the proposals are taken constructively”, “no hidden agendas”, “work is well organized”, and “balance between work and leisure time” in choosing their employers than what was the reality with these factors in Muurame’s social service practices. This result could be seen with a statistically significant difference. Based on the results, Muurame needs to pay attention to the factors in order to tackle the difference between the students’ expectations and working life realism. (Baruch’ 2003, 65; Kuntaliitto, KEVA & KT 2013, 2-36; Piha & Poussa

2012, 70; Tapscott 2009, 34-36, 183; Appendix 7,8 & 9.)In addition, there was a significant difference in the answers related to the factor “The mental workload is suitable”. Almost one third of the students (27%) chose it as important, but none of the employer’s representatives seemed to think of it as one of the best realized factor in Muurame’s practices. The students seemed to appreciate a reasonable work environment, which could be seen as a part of sufficient and high-quality leisure time.

The employers’ representatives seemed to appreciate managerial aspects, such as “work is well organized”. Work experience and position could be seen in their answers as an explaining background and factor. As an interesting notion, the factor “Work is well organized” was more important for the students in choosing employers than it was in the descriptions of good working life with the most important factors. Based on the results, it could be seen that certain factors need to be developed in Muurame in order to create and develop an attractive employer image and ensure the availability of skilled employees in the competition of labor force and in the middle of retirement rotation.

Interest to Work in the Social and Health Care Sector and a preferred employer

Most of the respondents were interested to work in the social and health care sector. There were only a few exceptions with those who had plans to work elsewhere than in the social and health care sector. However, they had not decided to change their profession. The students were willing to do the work that they were studying for. The main motivation was to help people and a general interest in the work. The decision to study the field seemed to be a decision for the future work as well. The employer’s representatives felt that they had experience in the social and health care work and that this work was what they knew best.

The result is a positive signal to the social and health care sector in view of the need for new recruitments because of retirement. The respondents were not willing to change their occupations. The result is also important for the Finnish educational system and schools so that they can continue to find successfully motivated students. The results did not support the earlier study results that some of the social and health care professionals are leaving the sector, for example, ten percent of the nurses. (Heinen et al. 2013, 174 - 177.)

A municipality was the most preferred choice as an employer for both groups. Nearly as many students preferred the private sector as an employer. Only a few of the students con-

sidered the third sector as a place of work. The results supported the earlier study results according to which municipalities with their secured employment are the preferred and biggest employer in social and health care in Finland. Private employers with better salaries and image are a tempting option especially for the young generation. There will be a strong competition for educated professionals between the municipalities and private sector in the future. (Kuntaliitto, Kuntien eläkevakuutus KEVA & Kuntatyönantajat KT 2013; Myrskylä 2011, 77–78; Nakari & Sjöblom 2009, 5; Kuntatyön tulevaisuus 2013, 3.)

7.2 Trustworthiness and Ethics of the Study

Research is usually estimated in terms of reliability and validity. Reliability refers to the repeatability of the research results and validity refers to the validity of the used research method. A study can be considered to be reliable when the results would be the same regardless of the researcher. The validity of a study can be established when it has successfully measured what aimed to measure. (Hirsjärvi et. al 2009, 231.)

In the present study both quantitative and qualitative methods were used. The use of mixed methods improved the validity of the study. The qualitative data from the theme interview improved the validity of the content of the questionnaire. The variation of the questions, especially the open questions in the questionnaire, enabled to bring new factors concerning the phenomenon as well as broadened the perspective and validity. (Denscombe 2010, 140.) However, the indicators used can never be fully valid, since the participants may comprehend the questions differently than what the researcher has intended (Hirsjärvi et. al 2009, 226).

The main purpose of the theme interview was to form a stronger pre-understanding of the phenomenon and to find out the suitable terminology for the upcoming surveys. With the group interview, the similarity of the interview situation was guaranteed for the participants. The group interview was recorded for later interpretations. With these choices made in the interview process, the validity and reliability were increased. In the theme interview there was a challenge to find enough participants, and therefore the questionnaire was planned to be as compact as possible so as to attract more participants and increase the validity. However, the sample size was lower than expected with the questionnaires.

A questionnaire should always be tested with the target group representatives before the implementation of a study in order to increase reliability (Heikkilä 1999, 60). Since the questionnaires were almost identical between the two test groups, testing was done with a student group that was similar to the other target group. After the testing, some corrections and improvements were done based on the feedback before implementing the actual questionnaires. In the questionnaires all the questions needed to be answered and there was no possibility to leave a blank answer. This may have contributed to the validity and reliability of the responses.

In two questions the Likert scale was used. To enable variety in the answers, a 5-step scale was used where the level of agreement or disagreement of the given statement was measured. To get more variety in answers wider scale could have been used. The choice of “I cannot say” was not included in the scale in order to obtain as valid and realistic answers as possible and leave out the possibility of leaving a blank. Since the target groups were very different, with different backgrounds, the phrasing of the questions had to be modified by the target group, and therefore the wordings on the two questionnaires were not identical. This may have affected the validity of the comparison between the target groups’ results. Nevertheless, the questionnaires were composed to be as comparable as possible and, and it was possible to compare them in a valid way in order to answer the research questions. The questionnaire and the results were found to be fairly valid.

In the present thesis, the sample size was fairly small, especially with the employer’s representatives, which affected the generalizability of the results. However, the response rate was relatively good: 45/77 of the students and 4/4 of the employer’s representatives participated, making the response rates 58 % and 100%. Such high numbers of respondents make the results quite reliable and valid in general even though the employer’s sample was small and therefore, the results not generalizable. From the Muurame municipality’s point of view the results are significant because the sample consisted of the key employees of the organization. Since the response rates were quite high, despite the size of the sample, Muurame municipality obtained valid and interesting data concerning the quality of their working life practices and the required future recruitments. The research could be repeated with a bigger sample size in order to increase the validity of the results.

Although a researcher's aim is to be as objective as possible, his subjectivity will inevitably affect the choices made (Eskola & Suoranta 2008, 210). Moreover, the subjectivity of the researcher is always present in data processing and interpretation, (Hirsjärvi et. al 2009, 281). The research process for this master's thesis was implemented, and the analysis for the results was conducted as objectively as possible.

In research, ethical questions are present for the researcher throughout the whole research process (Kuula 2006, 11). In order to be ethical, the researcher should aim to develop negotiating relationships in an interview. The interview for this study was planned well, still leaving room for free conversation and negotiation between the researcher and participants, in this way challenging the participants. (Lewis & Graham 2007, 78.) This principle was followed in the study to enable the opportunity for the respondents to bring further perspectives and their own thoughts about the subject.

In the study the ethical ways of research were followed (Denscombe 2010, 331). Participation was voluntary for the theme group interview as well as for the questionnaire. The identities of the interviewed were protected and the questionnaires answered anonymously. The data, questionnaires and the answers of the interview were disposed of appropriately after processing the results and they will not be used later for other purposes.

7.3 Conclusions and Follow up Suggestions

In the present master's thesis the results corresponded quite well with the research set-up. In the results both sample groups found the seventeen factors to describe good working life well. There were only some differences between the students and employer's representatives. In order to have more variety in the results wider Likert scaling could have been used in the questionnaire. With regard to the factors there were more differences between the students' expectations related to choosing an employer and the actual reality in working life. In addition, the good working life as described by the employer's representatives was not complete reality in Muurame's practices. The employer's representatives appreciated good working life more than how it was actually realized in the current work. The results supported earlier study results and literature according to which the young generation thinks differently about working life to some extent. The young generation appreciates equality and the meaning of work, even more than money and other factors. However, there were some dif-

ferent emphases in the results with the factors linked with communication, freedom and leisure time, opportunities and networking and social relations compared to the earlier study results and findings about the young generation and its working life expectations. (Ahonen et al. 2010; Green 2006, 1-23; Haavisto 2010; Hahtela, N. 2012; Kuntaliitto, KEVA & KT 2013; Laurén et al. 2012; Piha & Poussa 2012; Tapscott 2009, 17, 30–31.)

The results support the earlier findings that potential young employees, job seekers, may appreciate working life and the factors to some extent differently in choosing an employer in comparison to how the factors are realized in working life practices and working life representatives' minds (Hiltrop 1999, 424, 428-429). In addition, both groups were interested in working in the social and health care sector, particularly for municipalities, and the students for private employers as well.

Working life has been and is changing. There is a strong, ongoing generation rotation and transition as well as a change of working life processes and values. The young generation appreciates the meaning of work and working life differently from the older generations. The nature of work is changing. In addition, people live longer, the big generations are retiring and need more social and health care services. In the future there are not enough educated professionals available in the social and health care sector. Working life and employers need to create good working life with high-quality in order to postpone retirement and attract the young generation to work.

As a conclusion of the master's thesis it can be stated:

- The students, as the young generation, and the employer's representatives described good working life similarly. The seventeen good working life factors of the thesis were meaningful and important for both groups when describing good working life. These factors are useful as indicator for good working life and working life development.
- The students and employer's representatives ranked the most important good working life factors differently to some extent, mostly with the factors "Work is well organized", "Enough employees" and "Treatment at the workplace is equal". The students appreciated most the factors "Treatment at the workplace is equal", "The mental workload is suitable" and "Enough employees". The employer's representatives appreciated most "Enough employees", "The mental workload is suitable" and

“Work is well organized”. The more important good working life factors are particularly useful indicators for organization development.

- The employer’s representatives’ good working life descriptions did not completely meet the realism of Muurame’s social services practices and current work. Good working life and the employers’ practices need to be estimated and developed in order to enhance working life quality and offer satisfaction to the employees.
- The expectations of the students in choosing an employer and the employer’s realism did not meet completely. Employers should evaluate how working life practices and processes meet the expectations of the young generation in order to be able to develop their organizations in the hope of attracting the required number of professionals.
- The students and employer’s representatives were interested in working in the social and health care sector. Both groups preferred to work for municipalities. The students were interested in working for the private sector as well. Social and health care students are very potential employees for municipalities and private sector organizations. There is competition for educated professionals between the organizations.

Follow up suggestions:

- There is a need to evaluate and develop good working life in working life and in its organizations.
- The results of the present study, especially the students’ answers, can be used in other organizations in order to develop good working life and reputation.
- There is a need to create as comprehensive a list as possible of the good working life factors on the international and national levels in order to be able to compare the results and develop good working life consistently. In addition, there is a need to modify good working life factors for each working life sector and specified occupation as much as needed in order to be able to find specified information.
- The structure of this thesis could be updated and used with a bigger sample size so as to be able to estimate the validity and reliability of the results and factors as well as to also use it in different organizations and with different occupations.

- Organizations should evaluate and develop their practices in order to be able to meet the expectations of the potential employees and to be able to create a good reputation and an attractive image to the organization.

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10 APPENDICES

Appendix 1. Reporting Summary Table 1

Reporting Summary Table 1								
Title	Date	Main objective(s)	Target group(s)	Target location(s)	Main data collection instrument(s)	Sample Size	Most significant findings	Follow-up action(s)
<p>Ylöstalo, P. & Jukka. P.</p> <p>Työlolobarometri lokakuu 2009 [Working Life Condition Barometer 2009].</p>	2010	Monitor changes in the quality of Finnish working life	Employees / working people	Finland	2009 computer-assisted telephone interviews as part of the Statistics Finland's Labour Force Survey 2009	N=1059 interviews, random sample	<p>-Quality of working life and the financial success of firms are strongly interrelated</p> <p>-Strong work places offer higher quality of working life</p> <p>-High quality of working life has a positive impact on coping at work and longer working careers</p> <p>-13 indicators which differ between high and low quality of working life workplaces</p>	Barometer every year

Appendix 2. Reporting Summary Table 2

Reporting Summary Table 2								
Title	Date	Main objective(s)	Target group(s)	Target location(s)	Main data collection instrument(s)	Sample Size	Most significant findings	Follow-up action(s)
Markkula, M. 2011. Johtaminen, tehokkuus ja työelämän laatu-organisaatioiden toiminnan kulmakivet [Managerial Leadership, Effectiveness and Quality of Working life – Cornerstones of Action in Organizations]	2011	<ul style="list-style-type: none"> - Consider management's and leadership's role in increasing effectiveness and in improving quality of working life in organizations - Required to construct The theoretical Model of Excellent working Life (EWL Model) 	<ul style="list-style-type: none"> - Between year 1999-2007 Finnish EFQM (European Foundation for Quality Management) price awarded organizations and firms - Between 1999-2005 Fortune 500 (American Fortune 500 list of top firms) price awarded organizations and firms - VETO program management group 2008 	Finland	Content analysis. Theme interviews. Theoretical, qualitative and analytical study	<ul style="list-style-type: none"> - twenty seven (27) EFQM organizations - sixteen (16) Fortune 500 organizations - VETO management group 	<ul style="list-style-type: none"> - Management and leadership integration seems to have strong meaning in improving quality and increasing effectiveness of working life - Success of these companies was dependent on how real and profound their development had been - The theoretical Model of Excellent working Life (EWL Model). 	Understand, improve and develop quality of working life management

Appendix 3. Reporting Summary Table 3

Reporting Summary Table 3								
Title	Date	Main objective(s)	Target group(s)	Target location(s)	Main data collection instrument(s)	Sample Size	Most significant findings	Follow-up action(s)
<p>The Association of Finnish Local and Regional Authorities, KEVA & KT Local Governments Employers.</p> <p>Municipal sector attraction 2012.</p>	2012	Find out young people thoughts and opinions of working life and municipal sector as an employer	Finnish young people between 15-25 year of age	Continent Finland	Questionnaire by 15/30 Research	n=541	<p>Most important things for young generation: fine work atmosphere (only 20% evaluate municipalities to have good management and atmosphere), work place is secured/ stable, opportunity to influence own work content, diversity of work, own welfare</p> <p>-narrow opportunities in municipalities</p>	<ul style="list-style-type: none"> - Develop information communication - Attract to concrete - bring up municipal sector strengths

Appendix 4. Reporting Summary Table 4

Reporting Summary Table 4								
Title	Date	Main objective(s)	Target group(s)	Target location(s)	Main data collection instrument(s)	Sample Size	Most significant findings	Follow-up action(s)
<p>Gifford, B., Zammuto, R. & Goodman, E.</p> <p>The relationship between hospital unit culture and nurses' quality of work life.</p>	2002	How organizational culture may be related to the QWL experienced by hospital nurses (satisfaction and turnover etc.)	Seven (7) hospitals, obstetrics units' staff	USA: Salt Lake City, Phoenix, Tucson, Denver, and Pueblo Colorado	Questionnaire by e-mail	Respondents median 39.4 per hospital, response rate average 32.8%	<p>-Organizational culture does affect nurses' quality of working life factors</p> <p>-Human relations cultural values are positively related to commitment, job satisfaction and involvement etc. and negatively related to intent to turnover</p> <p>-Improving quality of working life in hospitals may have better long term and practical results in nurse retention management and improvement than short term strategies for better incentives</p>	Quality of working life improvement by developing organizational culture

Appendix 5. Reporting Summary Table 5

Reporting Summary Table 5								
Title	Date	Main objective(s)	Target group(s)	Target location(s)	Main data collection instrument(s)	Sample Size	Most significant findings	Follow-up action(s)
Hahtela 2012; The Finnish Nurses Association. Survey of nurses working conditions, work wellbeing and attractiveness of caring work sector.	2012	To get impression of nurses working conditions, work wellbeing and attraction of the sector	Nurses	Finland	Finnish Nurses Association, "Great Place to Work Criteria" electronic questionnaire.	n=2419	<ul style="list-style-type: none"> - 26-35 year of age nurses are less satisfied with working life; Y generation challenge the management and organization procedures openly - 1/3 of answerer were unsatisfied - Lack of supplement training decreases satisfaction - Nurses like their work and want to do work well 	Solve the unpleasant factors to increase attractiveness of the sector

Appendix 6. Reporting Summary Table 6

Reporting Summary Table 6								
Title	Date	Main objective(s)	Target group(s)	Target location(s)	Main data collection instrument(s)	Sample Size	Most significant findings	Follow-up action(s)
<p>Axelsson, L., Andersson, I., Håkansson, A. & Ejlertsson, G.</p> <p>Work ethics and general work attitudes in adolescents are related to quality of life, sense of coherence and subjective health a Swedish questionnaire study.</p>	2005	To notice adolescents attitudes towards work, including attitudes towards the welfare system. To describe and analyze upper secondary school students' work attitudes, and to explore factors related to these attitudes.	Upper secondary school students	Sweden	A questionnaire including questions about quality of life (QOL), sense of coherence (SOC), subjective health and attitudes towards work. - Multivariate analyses	n=606	Individual factors such as female gender, good quality of life (QOL), high sense of coherence (SOC) and good health as well as support from both parents, positive experience of school and work contacts related positively to attitudes towards work.	Further planning and supportive work have to take these factors into account.

Appendix 7. Reporting Summary Table 7

Reporting Summary Table 7								
Title	Date	Main objective(s)	Target group(s)	Target location(s)	Main data collection instrument(s)	Sample Size	Most significant findings	Follow-up action(s)
<p>Laurén et al. Economic Information Office.</p> <p>Adolescence and working life,-two separate world?</p>	2012	<ul style="list-style-type: none"> - Find visions of working life, occupation choosing and solutions for most significant challenges with own words by adolescence - Summarize youth's visions and inspire discussion 	Adolescence, between 13-17 year of age	Finland	<ul style="list-style-type: none"> - Based on three (3) web-interviews series - Material commented by 25 different occupation area experts 	n=6320	<ul style="list-style-type: none"> - Notions of work reflect way to achieve things like traveling, living etc. -Salary has a meaning, not most important - social relations, interesting and pleasant work most important - International work divided adolescences' interests 	<ul style="list-style-type: none"> - Increase working life information

Appendix 8. Reporting Summary Table 8

Reporting Summary Table 8								
Title	Date	Main objective(s)	Target group(s)	Target location(s)	Main data collection instrument(s)	Sample Size	Most significant findings	Follow-up action(s)
Piha, K. & Poussa, L. Paremmän työelämän puolesta [For Better Working Life].	2012	- Retrace working life change together students and companies with dialog	-University students -organizations and firms	-Students in Aalto University Finland - Organizations and firms in Finland	1. Questionnaire research 2. Deeper questionnaire	1.Questionnaire n=1700 (students) 2.Questionnaire n = 200 (students) - 9 organizations / firms	-Working life needs a change of thinking -Individual career thinking is needed -Increasing differences in working times, methods and places -Values	-Dialog in every year -Working life development actions

Appendix 9. Reporting Summary Table 9

Reporting Summary Table 9								
Title	Date	Main objective(s)	Target group(s)	Target location(s)	Main data collection instrument(s)	Sample Size	Most significant findings	Follow-up action(s)
Haavisto, I. Työelämän kulttuurivallankumous [Working Life Revolution].	2010	Find out work values and attitudes to work	18-70 years of old Finnish citizens	Continent Finland	-Main data = internet panel - a written questionnaire by post	-Main data = 2048 - supplemental data = 1124	- Work values and attitudes are changing - Young generation appreciate more leisure time -Work means for Finnish employees livelihood, social relation and building own identity and knowledge -Work place stability and security is more important than salary	

Appendix 10. Reporting Summary Table 10

Reporting Summary Table 10								
Title	Date	Main objective(s)	Target group(s)	Target location(s)	Main data collection instrument(s)	Sample Size	Most significant findings	Follow-up action(s)
European Foundation for the Improvement of Living and Working Conditions. Trends in job quality in Europe. 5 th European Working Conditions Survey.	2012	Construct indices that would provide a fair and accurate summary of job quality in the 27 countries of the European Union, and in the seven additional countries in Europe that participated in the European Working Conditions Survey.	Population aged 15 or older (aged 16 or older in Spain, the UK and Norway), and that were in employment at the time of the survey.	Twenty seven (27) member states in European Union and seven (7) other countries in Europe. 27 EU Member States, Turkey, Croatia, the Former Yugoslavian Republic of Macedonia, Norway, Albania, Kosovo, and Montenegro.	European Working Conditions Survey, EWCS data 2010. Questionnaire-based with interviews Face to face, at home in the national language(s) of the country	The total number of interviews in 2010 was 43 816	<ul style="list-style-type: none"> - 14% of jobs in Europe are high - paid good jobs, 37% are well balanced good jobs, 29% are poorly balanced, 20% are poor quality jobs - poor quality of work means lowest level of health and wellbeing and less meaning in work - only minor quality of working life changes in long term - some variations between industries 	Considering a follow-up question to establish the focus of the discrimination, whether on wages, working time quality, job prospects or aspects of intrinsic job quality.

Appendix 11. Questionnaire for Students.

THE GOOD WORKING LIFE / QUALITY OF WORKING LIFE –QUESTIONNAIRE FOR THE STUDENTS

Hello,

I am a student at the Jyväskylä University of Applied Sciences, JAMK, and I study master's degree programme in Health Care and Social Services Development and Management.

In my master's thesis I aim to find out the expectations that the social and healthcare students have about the working life, the criteria by which the students choose their employer and also the employers' aspects of the work in social and health care.

JAMK has granted me the research permit for executing the research and for collecting data. Participating is voluntary.

Your participation matters and by answering you can participate in developing the working life. Thank you for your time, **answering will take only average 5 minutes.**

Among the participated students, there will be a draw of movie tickets (5). A separate contact information sheet opens automatically after sending the questionnaire.

The questionnaire is formed of two parts which have similar structure. Part-A concerns good working life / the quality of working life and part-B concerns choosing the employer / from the job seekers point of view.

Please start the questionnaire!

Part A: GOOD WORKING LIFE/QUALITY OF WORKING LIFE

1. Briefly describe what kind of is good working life, in your opinion?
2. To what extent do the following factors describe good working life, in your opinion?

Select the option that matches best your opinion on each argumentative.
very much, much, some/neither nor, little, not at all

1. Treatment at the workplace is equal
2. The opportunity to participate for the development of the workplace function
3. Work tasks are discussed together
4. Workplace is secured and stabile
5. Information is transmitted openly
6. Continuous learning of new things at work
7. Employees and management relations are open
8. The proposals are taken as constructive
9. No hidden things
10. Encourage to try new things

11. Work is well organized
12. Enough employees
13. The mental workload is suitable
14. Appropriate salary
15. Content of the work is meaningful
16. Balance between work and leisure time
17. Something else you would like to mention?

3. From the following list select three (3) most important good working life factors for you?

1. Treatment at the workplace is equal
2. The opportunity to participate for the development of the workplace function
3. Work tasks are discussed together
4. Workplace is secured and stabile
5. Information is transmitted openly
6. Continuous learning of new things at work
7. Employees and management relations are open
8. The proposals are taken as constructive
9. No hidden things
10. Encourage to try new things
11. Work is well organized
12. Enough employees
13. The mental workload is suitable
14. Appropriate salary
15. Content of the work is meaningful
16. Balance between work and leisure time
17. Something else you would like to mention?

Part B: CHOOSING EMPLOYER

4. Briefly describe what kind of is a good employer?

5. To what extent do the following factors (assuming them to be known) influence your decision making in choosing employer?

Select the option that matches best your opinion on each argumentative.
very much, much, some/neither nor, little, not at all

1. Treatment at the workplace is equal
2. The opportunity to participate for the development of the workplace function
3. Work tasks are discussed together
4. Workplace is secured and stabile
5. Information is transmitted openly
6. Continuous learning of new things at work

7. Employees and management relations are open
8. The proposals are taken as constructive
9. No hidden things
10. Encourage to try new things
11. Work is well organized
12. Enough employees
13. The mental workload is suitable
14. Salary
15. Content of the work is meaningful
16. Balance between work and leisure time
17. Something else you would like to mention?

6. From the following list select three (3) most important factors for you when you choose employer?

1. Treatment at the workplace is equal
2. The opportunity to participate for the development of the workplace function
3. Work tasks are discussed together
4. Workplace is secured and stabile
5. Information is transmitted openly
6. Continuous learning of new things at work
7. Employees and management relations are open
8. The proposals are taken as constructive
9. No hidden things
10. Encourage to try new things
11. Work is well organized
12. Enough employees
13. The mental workload is suitable
14. Salary
15. Content of the work is meaningful
16. Balance between work and leisure time
17. Something else you would like to mention?

7. Gender?

Female
Male

8. Age (years)? Choose the right category and mark the exact age by numbers beside it.

Below 20
21-25
26-34
35-40
40 or more

9. In which study program of the unit of social and health in JAMK University of applied science, are you studying at the moment?

Nursing, nurse
 Nursing, Public Health Nursing
 Nursing (in English)
 Social service study program,
 Something other, what?

10. In your current studies, what is the amount of academic credits you have accomplished? Choose the right category and mark the exact amount by numbers beside it.

11. The duration of your working experience including non-paid training and paid work?

less than year 1-2 years, 2-3 years 3-4 years, 5-10 years, 11-15 years, 16-20 years, 21 years or more

Social and healthcare
 All sectors

12. Which one of the following employers in the social and healthcare sector would you prefer after graduating?

Municipality (briefly explain)
 The government (briefly explain)
 The private sector (briefly explain)
 The third sector (briefly explain)
 Entrepreneur (briefly explain)
 Something other, what? (briefly explain)

13. Are you going to apply for work in the social and healthcare sector after graduation?

Yes (briefly explain)
 No (briefly explain)
 I cannot say (briefly explain)

14. Is there something else you would like to add concerning the good working life and choosing the employer?

Appendix 12. Questionnaire for Employer's Representatives.

THE GOOD WORKING LIFE / QUALITY OF WORKING LIFE –QUESTIONNAIRE FOR THE EMPLOYER

Hello,

I am a student at the Jyväskylä University of Applied Sciences, JAMK, and I study master's degree programme in Health Care and Social Services Development and Management. In my master thesis I aim to find out the expectations that the social and healthcare students have about the working life, the criteria by which the students choose their employer and also the employers' aspects of the work in social and health care.

Participating is voluntary.

Your participation matters and by answering you can participate in developing the working life! Thank you for your time, answering will take only average 10 minutes.

The questionnaire is formed of two parts which have similar structure. Part-A concerns the good working life / quality of working life and **part-B** concerns the employer.

Please start the questionnaire!

Part A: GOOD WORKING LIFE/QUALITY OF WORKING LIFE

1. Briefly describe what kind of is "good working" life from your point of view?
2. To what extent do the following factors describe good working life from your point of view? *Select the option that matches best your opinion on each argumentative.*

Very much, much, some/neither nor, little, not at all

1. Treatment at the workplace is equal
2. The opportunity to participate for the development of the workplace function
3. Work tasks are discussed together
4. Workplace is secured and stabile
5. Information is transmitted openly
6. Continuous learning of new things at work
7. Employees and management relations are open
8. The proposals are taken as constructive
9. No hidden things
10. Encourage to try new things
11. Work is well organized
12. Enough employees
13. The mental workload is suitable
14. Appropriate salary
15. Content of the work is meaningful
16. Balance between work and leisure time

17. Something else you would like to mention?

3. Select from the following list three (3) most important good working life factors from your point of view.

1. Treatment at the workplace is equal
2. The opportunity to participate for the development of the workplace function
3. Work tasks are discussed together
4. Workplace is secured and stabile
5. Information is transmitted openly
6. Continuous learning of new things at work
7. Employees and management relations are open
8. The proposals are taken as constructive
9. No hidden things
10. Encourage to try new things
11. Work is well organized
12. Enough employees
13. The mental workload is suitable
14. Appropriate salary
15. Content of the work is meaningful
16. Balance between work and leisure time
17. Something else you would like to mention?

PART B: EMPLOYER

4. Briefly describe what kind of employer is Muurame municipality social service?

5. To what extent are the following factors realized in Muurame municipality's social service practices as an employer? Select the option that matches best your opinion on each argumentative.

very much, much, some/neither nor, little, not at all

1. Treatment at the workplace is equal
2. The opportunity to participate for the development of the workplace function
3. Work tasks are discussed together
4. Workplace is secured and stabile
5. Information is transmitted openly
6. Continuous learning of new things at work
7. Employees and management relations are open
8. The proposals are taken as constructive
9. No hidden things
10. Encourage to try new things
11. Work is well organized

12. Enough employees
13. The mental workload is suitable
14. Appropriate salary
15. Content of the work is meaningful
16. Balance between work and leisure time
17. Something else you would like to mention?

6. From the following list select three (3) factors which are realized best in Muurame municipality's social service practices as an employer?

1. Treatment at the workplace is equal
2. The opportunity to participate for the development of the workplace function
3. Work tasks are discussed together
4. Workplace is secured and stabile
5. Information is transmitted openly
6. Continuous learning of new things at work
7. Employees and management relations are open
8. The proposals are taken as constructive
9. No hidden things
10. Encourage to try new things
11. Work is well organized
12. Enough employees
13. The mental workload is suitable
14. Appropriate salary
15. Content of the work is meaningful
16. Balance between work and leisure time
17. Something else you would like to mention?

7. Gender

Female
Male

8. Age (years)? Choose the right category and mark the exact age by numbers beside it.

Below 20
21-25
26-34
35-39
40-45
46-50
51-55
56-60
61 or more

9. **In wich study program of the unit of social and health in JAMK University of applied science, are you studying? I am representative of employer; this question does not concern me.**

Nursing, nurse
 Nursing, Public Health Nursing
 Nursing (in English)
 Social service study program,
 Something other, what?
 I am representative of employer; this question does not concern me.

10. **In your current studies, what is the amount of academic credits you have accomplished? Choose the right category and mark the exact amount by numbers beside it.**

I am representative of employer; this question does not concern me.

11. **The duration of your working experience including non-paid training and paid work?**

less than year 1-2 years, 2-3 years 3-4 years, 5-10 years, 11-15 years, 16-20 years,
 21 years or more
 Social and healthcare
 All sectors

12. **Which one of the following employers in the social and healthcare sector would you prefer?**

Municipality (briefly explain)
 The government (briefly explain)
 The private sector (briefly explain)
 The third sector (briefly explain)
 Entrepreneur (briefly explain)
 Something other, what? (briefly explain)

13. **Have you considered to seek work in other sectors than social and healthcare?**

Yes (briefly explain)
 No (briefly explain)
 I cannot say (briefly explain)

14. **Is there something else you would like to add concerning the questionnaire (good working life / employer)?**

Appendix 13. Group Theme Interview Framework and Supportive Questions, Translated by Author

May 2013 in Jamk University of Applied Science Jyväskylä.

Open conversation with supportive questions.

The objective for Master's Thesis:

How do the good working life and quality of working life definitions and municipality's practices' realism meet with expectations of young generation students in social and health service sector?

What kind of expectations graduating students have for working life in matter of good working life and quality of working life?

- What kind of expectations do you have for working life?
- What kind of expectations do you have for working life in social and healthcare sector?
- How do you find good working life and quality of working life (please describe factors, definition, wordings and terms)?
- What kind of factors makes difference between good working life and quality of working life, and not good working life and quality of working life?

On what basis students choose employer?

- From your point of view what is relevant in choosing employer (please describe and definite factors, wordings etc.)?
- On what basis you choose employer? (in general or especially in social and healthservice sector) ?
- What is important and what you emphasize?
- What kind of factors may have positive or negative influence in choosing employer (you would choose or not)?

Appendix 14. EU27 Job Quality Index JQI (Leschke et al. 2008, 13-14).

Sub-indices	Indicators	Data source	Weighting
Wages	Nominal compensation per employee in PPS deflated using CPI; gender figures estimated using gender pay gap	AMECO/ Eurostat	70
	In-work poverty (those individuals who are classified as employed whose household equivalised disposable income is below 60% of the national median equivalised income)	Eurostat	30
Non-standard forms of employment	Temporary employment as % of total number of employees*% of temps indicating that main reason was that they could not find permanent job	Eurostat, LFS	50
	Part-time employment as % of total number of employees*% of part-timers indicating that main reason was that they couldn't find full-time job	Eurostat, LFS	50
Working time and work-life balance	Share of employees working more than 48 hours a week	Eurostat, LFS, customized tables	25
	Average of % of workers on shift work; Saturday work; Sunday work; night work; evening work	Eurostat, LFS	25
	Voluntary part-time work (the share of people working less than 30 hours who state as reason that they do not want to work more hours)	EU-SILC	25
	"Working hours fit in with family/social commitment"	EWCS	25
Working conditions and job security	'Work intensity' (working at a very high speed, working to tight deadlines and not having enough time to get the job done)	EWCS	25
	'Work autonomy' (can choose/change order of tasks, methods of work, speed of work)	EWCS	25
	'Physical work factors' (vibrations, noise, high/low temperature, breathing in smoke, fumes, powder, dust, vapours such as solvents and thinners, handling chemical substances, radiation, tobacco smoke from other people, infectious materials, tiring or painful positions, lifting or moving people, carrying or moving heavy loads, standing or walking, repetitive hand or arm movements)	EWCS	25
	"I might lose my job in the next six months"	EWCS	25
Sub-indices	Indicators	Data source	Weighting
Skills and career development	% of population (25-64 years) participating in education/training over four week prior to survey	Eurostat, LFS	60
	'My job offers good prospects for career advancement'	EWCS	40
Collective interest representation	Collective bargaining coverage	ICTWSS database; supplemented by national reports/expert opinions	40
	Trade union density	ICTWSS database; supplemented by national reports/expert opinions	30
	Consulted about changes in work organisation	EWCS	30